

NEWS: EUROPE

Nato agrees to hold urgent review of future military options

Pressure mounts over Bosnia poll

By Laura Silber in Florence and Bruce Clark in Brussels

Diplomats at an international summit in Bosnia were struggling yesterday to devise a formula which would enable elections to go ahead by September in spite of numerous violations of the Dayton peace accords.

Under the Dayton pact, Mr Flavio Cotti, the Swiss foreign minister who holds the chair of the Organisation for Security and Co-operation in Europe, is to certify whether free and fair elections can take place. He is under intense pressure to give them the green light, despite the failure to allow the return of refugees or provide freedom of media and movement.

At the beginning of the two-day review conference, Mr Carl Bildt, EU High Representative to Bosnia - who is responsible for the civilian side of the Dayton agreement - made clear his opposition to postponing elections. "The longer this process is delayed, the more difficult will it be, the greater the risk that partition could not be overcome and the peace agreement left unfulfilled," he said in reference to the post-election challenge of building common Bosnian institutions to link the two Moslem-Croat and Bosnian

good offices of the alliance to try to resolve this."

Mr Gerasimos Arsenis, the Greek defence minister, yesterday urged his British, French and German counterparts to uphold Athens' complaints over recent Turkish behaviour, including alleged air-space violations and a new move to question the status of an island south of Crete.

Mr Arsenis said he had urged his counterparts to abandon their policy of neutrality and take a stance over disputes which threatened to paralyse the functioning of the alliance in the Mediterranean.

Serb entities.

But the president of the criminal tribunal for former Yugoslavia warned the conference that country-wide elections should not go ahead unless Bosnian Serb and Croat leaders wanted on war crimes charges are arrested.

Judge Antonio Cassese said: "These leaders will jeopardise free and fair elections... they will mastermind the aftermath of the elections and the division of Bosnia-Herzegovina into three separate 'ethnically pure' entities."

However, the conference is expected to announce that the

elections will be held on September 14 even if Mr Cotti does not certify that the conditions have been met. But one compromise being considered yesterday was a French proposal cutting in half the four-year mandate of the elections.

At the first Nato meeting attended by France since 1963 defence ministers agreed yesterday to hold an urgent review of future military options in ex-Yugoslavia, immediately after the Bosnian elections. While adamantly refusing to speculate on what would happen in the Balkans,

This week's apparent offer



Perry seems to be in favour of maintaining US presence

current 60,000-strong implementation force (Ifor) is due to end, ministers agreed that any follow-up force would be assembled by Nato as a whole.

This amounted to a firm rejection of the idea, floated by the European Commission of a European-only peacekeeping force in the Balkans.

European diplomats said this vindicated their insistence that the US and its allies should either stay in Bosnia together or leave together.

Bulgaria economic reforms to continue

By Theodor Torev in Sofia

Bulgaria's socialist government vowed to carry on with its programme of economic reform, after it survived a no-confidence vote in parliament yesterday. Despite large public protests, the leftist parties, which have a majority in parliament, supported the government as expected.

"The outcome of the vote is an expression of the support for our structural reform policy," said prime minister Zhan Videnov, referring to reform measures agreed recently with the International Monetary Fund.

Mr Ivan Kostov, leader of the main opposition group, the Union of Democratic Forces, and former finance minister, said that the vote "means that the leftist coalition should take total responsibility for the economic crisis".

The vote was called by the opposition parties, which accused the cabinet of poor handling of the country's economic crisis. Drastic rises in interest rates in recent weeks were aimed at averting a collapse in the lev, the national currency, and were followed by steep price rises and by shortages of bread and fuel.

Heated debate in parliament over the motion of no confidence added to public discontent with the Videnov administration. Thousands of trade unionists, pensioners and taxi drivers took to the streets of Sofia to demand the resignation of the government.

Mr Videnov reshuffled his cabinet this week, appointing new ministers of industry, agriculture and culture in an attempt to overcome divisions in the Bulgarian Socialist party (BSP) over his government's handling of the crisis. Mr Lyubomir Davtchev, new minister of industry, said there would be no changes in plans to close loss-making state enterprises, or IMF-agreed reform programme.

Sharp rise in EU car sales

By Haig Simonian, Motor Industry Correspondent

New car sales in western Europe continued to rise sharply last month, defying industry forecasts that the marked improvement in sales in the early months of this year would be short-lived.

However, registrations in Germany continued to thrive, with May sales rising by 5.7 per cent year on year.

That helped to lift growth in the German car market to 8.6 per cent in the first five months of 1996, compared with 6.4 per cent in January-April.

The continuing improvement in European registrations helped all the leading manufacturers, with Fiat the main beneficiary. Sales of Fiat group passenger cars climbed by 11.1 per cent last month, compared with 5.3 per cent for the Volkswagen group and 5.9 per cent for General Motors and its subsidiaries.

French manufacturers, by contrast, had a difficult month, with Peugeot increasing its registrations by 0.1 per cent and Renault's sales remaining static. Only Citroen reported a significant change, with a 10.6 per cent jump.

The fall reduced the growth rate in French new car sales to 10 per cent in the first five months of this year, compared with 12.6 per cent in January-April. Growth in Italy also changed significantly, with a 10.6 per cent fall in January-

WEST EUROPEAN NEW CAR REGISTRATIONS

TOTAL MARKET	January-May 1996			
	Volume (Units)	Volume Change (%)	Share (%) Jan-May '95	Share (%) Jan-May '96
MANUFACTURERS:				
Volkswagen group	990,479	11.2	17.0	16.5
- Volkswagen	655,093	14.1	11.3	10.6
- Audi	177,421	5.7	3.1	3.1
- Seat	126,082	3.6	2.2	2.3
- Skoda	31,483	15.8	0.5	0.5
Fiat group	744,441	12.0	12.0	12.3
- Fiat	720,009	5.1	12.4	12.7
- Lancia	24,533	-6.6	0.4	0.5
- Alfa Romeo	55,526	13.7	9.5	9.0
- Ford	80,249	-1.2	1.4	1.5
- Peugeot	61,245	16.8	1.1	1.0
- Citroen	695,071	6.5	12.0	12.1
- Renault	688,915	6.8	11.9	11.9
- Rover	6,155	-9.0	0.1	0.1
PSA Peugeot Citroen	685,252	6.2	11.8	11.9
- Peugeot	408,880	6.6	7.0	7.1
- Citroen	272,772	5.6	4.8	4.8
- BMW group	587,071	-0.7	9.8	10.0
- BMW	242,928	6.1	5.9	6.0
- Rover	132,477	4.2	3.1	3.2
Mercedes-Benz	160,105	8.4	2.8	2.7
Nissan	206,450	15.8	3.5	3.3
Toyota	161,360	4.9	2.8	2.9
Honda	147,982	6.0	2.5	2.6
Mazda	88,338	9.0	1.5	1.5
Mitsubishi	81,272	1.6	1.4	1.5
Volv	80,896	-20.7	1.4	1.9
Total Korean	106,323	8.2	1.8	1.2
Total Japanese	223,283	8.6	10.8	10.7
MARKETS:				
Germany	1,594,200	8.6	27.4	27.2
France	893,700	10.0	15.4	15.0
United Kingdom	859,400	5.2	14.8	15.1
Italy	857,500	-0.2	14.4	15.5
Spain	382,900	5.9	6.6	6.7

WW holds 60.2 per cent of Stetra. *Includes cars imported from US and sold in UK. **Based on 1995 figures. ***Based on 1994 figures. ****Based on 1995 figures. *****Figures rounded.

SNCF pioneers rail shopping

By Andrew Jack in Paris

A large French retailer has developed an innovative approach to shopping aimed at busy commuters which could at the same time help reduce the high costs of the country's national railway system.

Fnac Printemps Redoute, which owns a number of leading shopping chains and a mail order company, has joined forces with SNCF, the national railway group, and Ares, a charity which helps the unemployed, to offer a rapid rail-linking service on wheels.

Since the start of this month, commuters arriving for their morning train in the eastern suburbs of Paris can pick up a free shopping catalogue to flick

through on their journey into the French capital.

On arrival at the Gare de l'Est terminus, they hand in the catalogue with ticks against the goods they want to buy to staff waiting on each platform, who make the purchases during the day from nearby Prisunic and FNAC stores, both within the Fnac Printemps group.

On their return journey the same evening, commuters can take delivery of their goods at the Gare de l'Est, or on arrival at Meaux, at the far end of the line. They pay the going shop prices, plus a FFY20 (\$3.84) handling fee.

The pocket-sized catalogue lists nearly 200 items, including gourmet packaged food

produced by Gault & Millau, household toiletries, and compact discs and videos, each illustrated with pictures and accompanied by a bar code.

Mr Stéphane Codilewski, head of the project for SNCF, stressed that one of the objectives was social - to help in the government's initiative to create jobs - but that if it became successful the railway company would expect a share of the profits. Seven people are currently employed.

He said the eastern region of SNCF had already introduced a number of innovative new ways to raise money in the last few months - including televisions in first class carriages on some routes - and was considering several other commercial

projects.

"This is designed for people who do not have time to do much shopping, or want to impulse-buy things like CDs," he said. "It is not always easy for them to find the products easily in the suburbs."

At the Gare de l'Est yesterday, staff involved were on hand, and posters advertised the scheme, dubbed "courses direct" or direct shopping.

But commuters coming off their trains all rushed past without placing orders. "It doesn't interest me at all," snapped one woman.

One of the "hostesses" waiting to collect the catalogues admitted there had been little take-up. "I would not buy things like this," she said.

Mr Papoutsis said his proposals were likely to be tabled in the autumn along with the 1997 budget, as part of a two-step fiscal reform. This will include an attempt to improve the efficiency of the 130,000 finance ministry employees, half of whom are uniformed tax police.

The new minister said he wanted to crack down on evasion by improving co-ordination between tax police and officials, rather than launching further tax amnesties or stepping up raids and spot-checks.

"We have eight useless displays of muscle," he said. As a first step to lighten the bureaucratic burden on small businesses, the ministry is to abolish the infamous *bolla di accompagnamento* - a form which had to be filled in before goods could be delivered.

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Visco to push tax reforms this year

Italy's new finance minister talks to Andrew Hill and Robert Graham

The new Italian government intends to propose the first reforms of tax on investments as early as autumn this year, according to Mr Vincenzo Visco, the country's finance minister.

Mr Visco, a tax expert named as finance minister only three weeks ago, upset financial markets earlier this week when he told a parliamentary committee that reform of taxation of investment gains was urgently needed.

Interviewed the day after his speech, Mr Visco told the Financial Times he wanted to institute a more systematic approach to the taxation of all financial products. Intermediaries and stockbrokers would act as the channel for collecting existing taxes, by handing over a proportion of

their capital gains, net of losses, at the end of each year.

The aim, according to the new minister, is not to introduce a new capital gains tax, but to make the existing system more efficient.

Mr Visco, who was elected with the former communist Pds, said he was puzzled about the market reaction, which he blamed partly on misinterpretation of his comments.

"Everything I said was in the manifesto of the Udc [the centre-left coalition which won the April 21 election] - I was just more specific on some points," he said, rejecting claims that his proposals were a sop to hardline Marxists in parliament. "I don't think saying that even the rich have to pay some taxes can be considered particularly left-wing."

Privately, stockbrokers and

bankers agree that the current system is over-generous and probably cannot last. Mr Visco himself says tax rates will have to be harmonised to bring Italy into line with Europe. But the investment community was irritated by the way in which Mr Visco made his plans public and worried that changes could discriminate in favour of bonds and against investment in Italy's growing stock market.

A 25 per cent capital gains tax was introduced in 1991 and suspended just over a year later following protests that its cost and complexity put off small investors. The suspension was prolonged indefinitely in 1994 by the right-wing government of Mr Silvio Berlusconi, which claimed the returns were minimal.

Underlying inflation, on the other hand, excluding volatile fresh food and energy prices, slowed to 3.7 per cent from 3.9 per cent in the 12 months to April, continuing a downward trend since mid-1995.

The economy ministry said the figures reinforced its hopes for lower inflation in the medium term. It was still optimistic about narrowing the difference compared with better-performing European Union countries and meeting the inflation criterion for the European single currency. The Bank of Spain kept its benchmark interest rate unchanged at 7.25 per cent yesterday after cutting it by a quarter point at its previous auction last week.

The total rate of joblessness in the EU was unchanged at 10.9 per cent in April, with 18.2m people out of work. Eurostat, the EU's statistical office, said yesterday

EUROPEAN NEWS DIGEST

Mitterrand's doctor on trial

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Parties joust over Russian 'vote rigging'

By Sander Thoenes in Moscow

Russia's Communist party is so distrustful of the official vote count in Sunday's presidential elections that it has pledged to send two volunteers to each of the 55,000 polling stations to keep a separate record.

The vote, probably followed by a run-off between the two leading candidates in early July, marks the first time Russians have had the chance of removing their ruler peacefully. But both government officials and the opposition have predicted the tally will be falsified and warn that civil war could follow.

Fears of falsification were exacerbated last week when General Pavel Grachev, the minister of defence, announced that in offshore voting the navy had unanimously backed Mr Yeltsin. Under Russian law no ballot box is to be opened until all the polls close on Sunday night.

"I think the election results will be rigged," said Mr Viktor Bykovtchuk, a prominent Communist member of parliament, earlier this week. "I don't think we'll elect a president. He will be appointed."

Western observers fear that in the two-week period during which the official vote will be collated, the Communists could claim victory based on their own count, precipitating a crisis if the results do not bear out their expectations.

Polls will open on election day at 8am and close at 10pm local time. In a country with 11 time zones, most voters in the Pacific coast town of Vladivostok will have cast their ballots by the time their fellow citizens in Kaliningrad, on the Baltic coast, line up at the poll-

Heavyweight, Page 19

By Gavin Gray in Ljubljana

Nationalists have forced the Slovenian government to renegotiate the sale of the country's largest pulp and paper factory to a Czech company, to fend off protests from those angered by its privatisation to a foreign group.

On Wednesday parliament rejected a motion to nationalise the bankrupt company, Videm Krsko, but Mr Metod Dragunja, minister of economic affairs, said the government would try to raise the sale price. It has not yet decided whether to open new talks with ICEC Holding, the Czech company which won a tender in March for Videm, or to call for new bids.

ICEC offered DM25.5m (\$23m) for Videm, which has been in bankruptcy proceedings since 1993 with debts exceeding DM200m. But it has not been able to take control of the company or visit the premises because of a legal challenge from the management, which submitted a lower bid and wants the company to stay in Slovenian hands.

But the idea of a Czech company buying Videm was

greeted badly in Slovenia, where foreign companies already own two large paper and cardboard plants near the capital Ljubljana. Ms Zare Prelej, a deputy from the opposition Slovenian People's Party, described the pending sale as "economic capitalism". Delo, Slovenia's highest circulation newspaper, speculated in March that ICEC would close down Videm and ship its equipment to Ukraine.

Under pressure from nationalists, the Slovenian government became involved in the dispute in April when it asked ICEC to sign a contract committing itself to future investment, employment and improving the environment at Videm, which is a big polluter. Mr Jaroslav Dostal, president of ICEC, says he was happy to do so, since this already formed part of its business plan.

ICEC, founded in 1989 by Mr Dostal, has acquired pulp and paper facilities in the Czech Republic and last year recorded turnover of \$150m. Acquisition of Videm would be its first investment abroad and forms part of a strategy of expanding throughout central and eastern Europe.

Fininvest seeks to woo magistrates

By Robert Graham in Rome

Fininvest, the business empire controlled by former premier Silvio Berlusconi, is seeking to establish a dialogue with anti-corruption magistrates in Milan after months of bitter confrontation.

The move coincides with the build-up to the flotation next month of some 20 per cent of Mediaset, the company formed last year to own the TV interests of Fininvest.

The most striking evidence of this new approach has been the voluntary return to Italy of Mr Giorgio Vanoni, in charge of Fininvest's offshore companies and against whom two arrest warrants have been outstanding.

The 50-year-old Fininvest manager handed himself over on Tuesday to police in Milan after refusing to return to Italy since November 23 when the first arrest warrant was issued. Prof Ennio Amadio, the chief criminal lawyer acting for Fininvest, said yesterday Mr Vanoni's return

marked an important turning point and was part of the group's strategy to present a clean sheet in advance of the Mediaset flotation.

Fininvest refused to confirm whether Mr Vanoni's decision to co-operate had been negotiated in advance with Milan magistrates. But those familiar with the operation of the Milan magistrature said yesterday it was unlikely a Fininvest executive who deliberately stayed out of the country for seven months to avoid arrest should have come back to face immediate imprisonment without a prior arrangement. Similar arrangements are reportedly under discussion with two other executives of Mr Berlusconi's group under arrest in Monte Carlo since May 13.

A big shake-up is under way in Fininvest's organisational structure. This could also include the removal from the Fininvest board of persons under investigation for alleged corruption by Milan magistrates.

Media place glasnost on ice

Sander Thoenes and John Thornhill on Russian election propaganda

At least one of Lenin's observations still holds true in the new Russia: "There is no such thing as freedom of the press. There is only freedom for the rich to deceive the oppressed and exploited masses."

A decade ago Mr Mikhail Gorbachev, then general secretary of the Communist Party of the Soviet Union, gave journalists a taste for freedom of the press when he launched a careful campaign for more openness or *glasnost*, in the mass media. Five years ago journalists clamoured for full independence and vowed that objectivity was their ultimate goal.

Another five years later, these same journalists are doing one better on the Soviet propagandists of old. Newspaper, radio and television journalists have dropped all efforts at fair reporting, devoting their pages and airwaves to promoting their favourite candidate in the election for president on Sunday.

"There is a propaganda campaign going on. There is outright propaganda, and subtle propaganda aimed at the intellectuals," says Mr Sergei Chugayev, political reporter at the respected daily newspaper Izvestia. "That's only natural."

Like most mass media, Izvestia favours Mr Boris Yeltsin and vilifies his communist rival, Mr Gennady Zyuganov. "We are united in the face of a common threat," says Mr Chugayev, who focuses his reports on highlighting rifts within the Communist party. "We are more opposed to the Communists than we are in favour of the president. I would not write anything right now that would hurt him. We leave that for after the elections."

"Journalism has become more subjective in recent months. That is bad but it's unavoidable," says Ms Tatjana Malkina, who writes glowing reports on Mr Yeltsin's campaign for the independent daily Segodnya. "There is not one Russian journalist who looks at the elections as just some neutral topic. After all, they could radically change things around here."

"I'm not under pressure from anyone," adds Ms Malkina. "It's more a matter of personal loyalty - when you feel your civic duty outweighs your professional duty."

Pro-Yeltsin bankers and businessmen own or sponsor most national dailies, including Segodnya and Izvestia, and two of the three nationwide television stations. The other state-owned station is fully state-owned and has excelled in promoting Mr Yeltsin. Last month Komso-

molstaya Pravda, a racy broadsheet newspaper sponsored by Gazprom, published what it claimed was a leaked version of Mr Zyuganov's economic programme.

It included alarming proposals to force Russians to exchange their US dollar savings into roubles at a disadvantageous exchange rate, and bore no relation to Mr Zyuganov's official programme.

Mr Igor Malashenko, president of the country's only private television station, earlier this spring joined the president's campaign team.

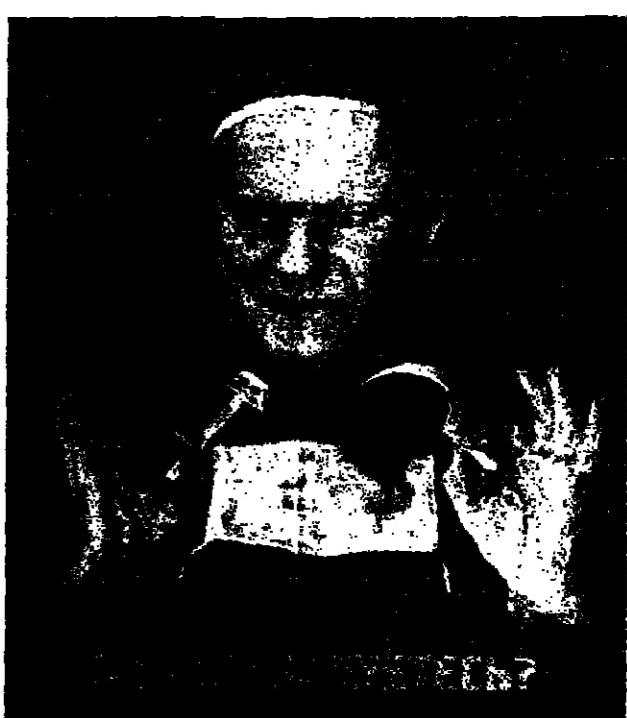
His station is owned by a banker and the chairman of Russia's gas monopoly Gazprom, both fervent fans of the president.

"Our regional mass media are in the hands of the local government," says Mr Alexei Frolov, a media expert who monitors the regional press. As mayors and governors still control access to paper supplies and state subsidies for the impoverished local newspapers, Mr Frolov says, "the fate of the elections in the regions depends on the views of the local leadership".

Mr Yeltsin has an edge here because most governors and mayors are his appointees, but, says Mr Frolov, "many bureaucrats are pro-Zyuganov".

While Izvestia and Segodnya may be accused of a subtle bias, other papers are hitting well below Mr Zyuganov's belt. One free sheet, distributed around Russia, had a doctored photo of Mr Zyuganov appearing to deliver the Nazi greeting. The heading: "Zyug Hitler".

Communist party officials have complained of a "dirty tricks" campaign against Mr Zyuganov. Last month Komso-



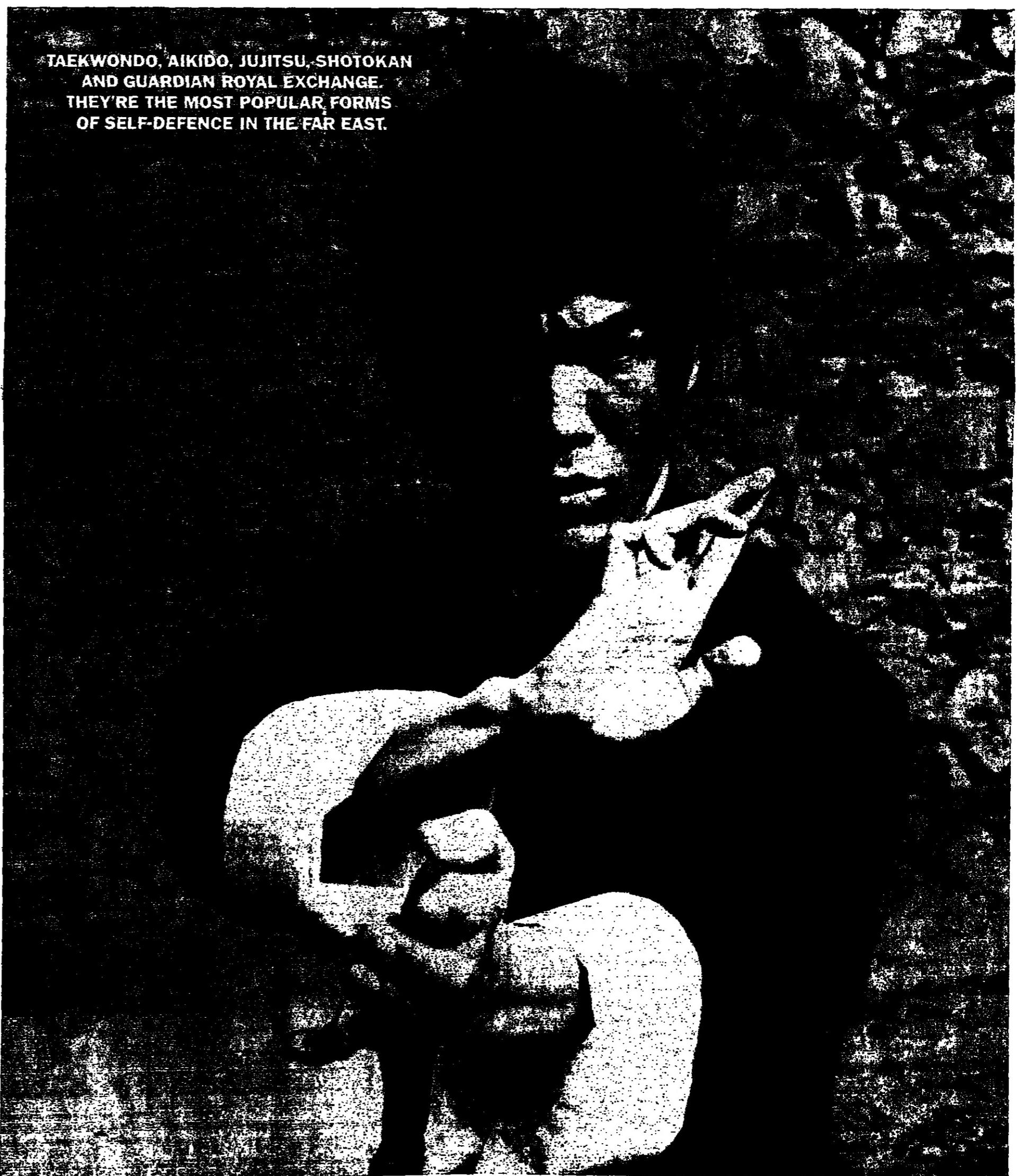
"What are your complaints?" asks the centrefold of a full-colour newspaper that has begun mysteriously appearing in mail-boxes throughout Russia, writes Chrystia Freeland in Moscow.

Vehemently anti-communist, the newspaper God Forbid!, whose masthead pledges to describe what could happen in Russia after June 15, features Mr Gennady Zyuganov, the Communist presidential candidate, as a surfer holding a scalpel shaped like a hammer and sickle.

A group of prominent Russian journalists have identified themselves as the editorial board, and said the tabloid was funded by President Boris Yeltsin's supporters.

Mr Zyuganov has tried to look on the bright side. "If three television channels and all the big newspapers aren't enough for Mr Yeltsin, then things can't be going quite as well as he claims," Mr Zyuganov said.

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NEWS: THE AMERICAS

Argentina to probe more IBM deals

By David Pilling
in Buenos Aires

Argentine prosecutors were yesterday expected to begin a criminal investigation into data-processing contracts worth \$513m between IBM and Argentina's inland revenue service (DGI) after allegations that the two contracts, signed in 1994, were overpriced and awarded in disregard of standard government procedures.

The allegations add to the woes of IBM Argentina, several of whose top executives were indicted in April on suspicion

of having defrauded the Argentine state in a \$249m contract with state-owned Banco Nación. IBM, which sacked its top directors in the country last September, admits that "serious management errors" occurred, but denies it paid bribes to win the Nación contract.

Mr Horacio Viqueira, a deputy representing the opposition Frepaso alliance, was yesterday due to present testimony on the DGI case to Mr Carlos Liporaci, a federal judge. According to Mr Viqueira, two contracts signed in 1994

between the DGI, IBM and local group Banesco were "grossly overpriced". They were also awarded directly under an emergency decree, circumventing requirements for an international tender.

Drawing parallels between the Nación and DGI contracts, in which IBM used some of the same sub-contractors, Mr Viqueira said: "We believe there is a modus operandi in the relationship between certain business groups and the administrative authorities of this country."

"This is an absolutely foul

practice, with clear indications of corruption."

In both cases, IBM subcontracted Consad, an Argentine information-services consulting company. In the Nación contract, Consad, through related company CCR, charged IBM \$37m for a computer back-up system that was never required. It is alleged some of this money was used to pay bribes to government officials.

The entire directorate of Banco Nación resigned last year, as did Mr Juan Alberto Cattáneo, a founder of Consad and, until the IBM scandal

broke, President Carlos Menem's deputy cabinet secretary.

"IBM stands by the contract with the DGI," a company spokesman said yesterday. "We believe it was a fair price and we have provided services as required by the contract."

IBM earlier this week admitted it was renegotiating the Nación contract with a view to lowering the \$249m price. Nación, whose new directorate has stopped payments to IBM, is believed to be seeking termination of the contract and compensation.

Doubts remain as Samper absolved

By Sarita Kendall in Bogotá

Colombia's Congress has voted overwhelmingly to absolve President Ernesto Samper of any responsibility for receiving drug trafficking funds in the 1994 Liberal party election campaign.

The verdict of the Liberal-dominated Congress was never in doubt. But it has left questions about whether, having won the vote, Mr Samper will be able to govern the country. After two weeks of speeches in the House of Representatives, the debate finished at midnight on Wednesday with a final vote of 111 to 43 in favour of closing the case. The president cannot be re-investigated for the charges, which included illicit enrichment, fraud and cover-up.

Mr Samper is now expected to argue for national reconciliation and to offer political and economic solutions, with a possible cabinet reshuffle. However, some of the government's main adversaries have already said they will not accept ministries.

Other solutions discussed in recent weeks have included a plebiscite designed to restore Mr Samper's credibility and early elections, though neither of these paths has been received with much enthusiasm.

Business and Conservative party leaders said the congressional decision did not help resolve Colombia's "crisis of governability" or to restore confidence. They also pointed out that, now the president has been exonerated, he can step down with dignity.

"The crisis has shown up a vacuum and the lack of organised opposition - no one knows what they want," said Mr Fernando Cepeda, a professor of political science and a former minister.

"There could be serious confrontation and disorder."

A "national restoration movement" with strong support from the Bogotá, Cali and Medellín business communities has proposed a civil disobedience campaign. If the social conflict were to deepen, some analysts believe the military might carry out a "technical" coup to ease the transition to an uncontaminated administration.

US reaction to the congressional decision may come in the form of economic sanctions, following the decertification in March of Colombia's anti-drug efforts and doubts about the impartiality of Congress. Recognising this, the Samper government has put out suggestions - including subsidies - for minimising the effect of higher tariffs on exports to the US.

Trade and financial sanctions or the cancellation of landing rights of Colombian airlines would further alienate the business community from the government, but would also reinforce the manipulative populism that blames the US for conspiring against the president.

Mr Samper still had nearly half the country backing him before the congressional absolution, according to most opinion polls. Although it will be difficult for the president to shake off the taint of drug money, the need to regroup the Liberal party in preparation for 1998 elections will help it to close ranks around him.

The freeing of former president César Gaviria's brother by kidnappers just before the congressional vote could be significant in this process: the smiling embraces of Mr Samper and Mr Gaviria suggest that support - or at least less antagonism - from the Gaviria wing of the Liberal party might be forthcoming.

The Gaviria brothers are from the same family as the late President Gaviria.

Dole draws line in abortion rumpus

By Jurek Martin, US Editor, in Washington

Mr Bob Dole has drawn a clear line in the sand this week, telling Christian and cultural conservatives that he will not allow them to hold the Republican party to ransom over the issue of abortion.

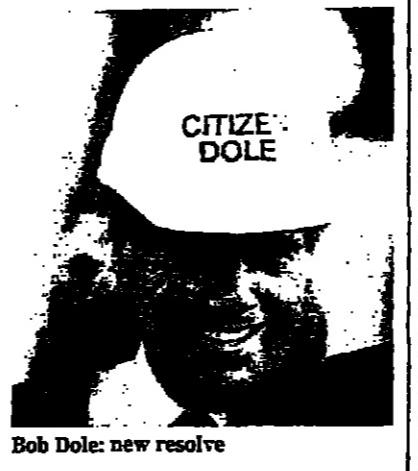
Not only is the apparent Republican presidential nominee insisting that the party platform contain a declaration of "tolerance", but he has also begun to criticise leaders of the pro-life movement.

His specific target is Mr Gary Bauer, a former Reagan administration official who now is the vocal head of the Family Research Council, the Washington-based lobby.

When Mr Bauer, along with other religious conservatives, warned of a convention fight against any attempt to weaken the platform's long-standing call for a ban on abortions, Mr Dole responded with a tartness normally reserved for Democrats. "Am I to tell pro-choice women that they can't support me because Gary doesn't like it? Give me a break."

The former senator and majority leader, now campaigning across the country as "Citizen Dole", wants his declaration of tolerance attached to whatever the agreed convention language is on abortion, rather than made part of the general preamble to the platform alongside other issues such as taxes and trade.

His new resolve may well have been encouraged by Senator John Warner's easy Virginia primary victory on Tuesday over an opponent strongly supported by the religious right. But Christian conservatives themselves



Bob Dole: new resolve

appear divided, with Mr Ralph Reed, head of the Christian Coalition, expressing sympathy with Mr Dole's position of tolerance.

Other commentators, such as Mr Tom Edsall in yesterday's Washington Post, have compared Mr Dole's determination to take on a powerful but divisive party constituency with then candidate Bill Clinton's battle four years ago with the Rev Jesse Jackson, the Democratic counterpart on the year.

The difference may be that Mr Jackson, who has acute political antennae, backed down rather quickly whereas the anti-abortion forces in the Republican party find compromise abhorrent. They may also have the strength in numbers to make the San Diego convention in August just as unappealing to moderate and independent voters as the party's Houston gathering of 1992.

US retail sales shrug off rates rise

By Michael Prowse
in Washington

US retail sales rose 0.8 per cent last month and 5.5 per cent in the year to May, providing further confirmation of a strong economic rebound, official figures indicated yesterday.

The increase reflected the strength of car and home sales, which have soared in spite of a sharp increase in long-term interest rates.

Car sales rose 2.1 per cent last month, after a decline in April. Sales of building materials and furniture, which are closely tied to home sales, rose 2.5 per cent and 1.6 per cent respectively.

Figures for April were revised to show a decline of 0.1 per cent, rather than a decline of 0.3 per cent as previously reported.

The sales gain last month was not quite as strong as Wall Street economists expected, because of weakness in food and restaurant sales. However, it implies growth of consumer spending in the second quarter at an annualised rate of about 3 per cent in real terms. With corporate inventories expected to rebound, that would be consistent with overall economic growth at an annualised rate of about 4 per cent, well above the economy's long-run potential.

Many economists expect the Federal Reserve to begin nudging short-term interest rates higher in order to slow growth to a more sustainable pace. A move could come as soon as its policy meeting early next month.

Some analysts, however, argue that the Fed will delay action in the hope that the economy will decelerate naturally in the second half of the year.

Forces expected to put downward pressure on growth include the sharp rise in long bond yields and relatively high levels of consumer debt. The increase in sales followed other signs of faster growth, including an unexpected jump in payroll employment last month.

AMERICAN NEWS DIGEST

Court setback for rights lobby

The US Supreme Court yesterday dealt a qualified setback for minorities and civil rights advocates by ruling that race may not be the "predominant factor" in redrawing congressional boundaries.

In a pair of 5-4 votes, the bench found that five congressional districts - three in Texas and two in North Carolina - were not formed in accordance with the constitution because boundaries had been redrawn principally to meet the perceived needs of Hispanic and black voters. Four are now represented in Congress by black Democrats.

Justice Sandra Day O'Connor, a pivotal swing vote on the bench, wrote: "Our precedents, which acknowledge voters as more than racial statistics, play an important role in defining the political identity of the American voter." She was joined by the court's four most conservative members.

But she added that there could be cases where race-conscious re-apportionment was constitutional, even if specifically designed to give minorities a better chance of electing a member of Congress. Only if race could be proved the "predominant factor", ahead of all other legitimate considerations, should a challenge to redistricting be sustained. For the minority, Justice John Paul Stevens robustly argued that "the court's aggressive supervision of state action designed to accommodate the political concerns of historically disadvantaged minority groups is seriously misguided".

Jurek Martin, Washington

Fire destroys another church

A church serving a predominantly black congregation in Enid, Oklahoma, was destroyed by fire early yesterday and police said the blaze appeared to have been started deliberately.

The fire follows a wave of blazes that have destroyed more than 30 churches across nine southern states in the past 18 months, thrusting the issue of racist violence back into the national spotlight.

President Bill Clinton visited the site of a destroyed church in Greeleyville, South Carolina, on Wednesday to call on Americans "to show the forces of hatred they cannot win".

Law enforcement agencies investigating the rash of burnings have made arrests in 10 cases but have so far found no evidence of a conspiracy.

Reuter, Enid

Guatemala in Mayan accord

Guatemala has ratified an international labour convention on the rights of indigenous and tribal peoples, an important step towards ending Latin America's oldest civil war.

Ratification of the convention, formally accepted yesterday by the International Labour Organisation, is a key element in United Nations-sponsored talks on ending the 30-year-old Guatemalan conflict. A comprehensive peace accord is expected to be signed in September.

Under the convention, the Guatemalan government guarantees to respect the rights and values of its majority Mayan population and consult them on decisions affecting their economic or social development.

Meanwhile, five central American nations - Costa Rica, El Salvador, Guatemala, Nicaragua and Panama - have signed up for an ILO programme designed to help eliminate child labour. Similar agreements were signed last week by Bolivia and Chile and are planned for Colombia, Honduras, Paraguay, Peru and Venezuela. The ILO says children throughout central America are working in industries, including mining, agriculture and manufacturing, that damage their health and development.

Frances Williams, Geneva

BUSINESS FOR SALE

AUTORITA' PORTUALE DI NAPOLI

CONSORZIO AUTONOMO DEL PORTO DI NAPOLI

EXTRACT OF INVITATION FOR OFFERS

In accordance with deliberation no. 226/96, the Consorzio Autonomo del Porto di Napoli invites offers for the acquisition of 6,153,148 shares, face value Lit. 1,000 each, of the joint stock company Porto di Napoli. For this invitation the Consorzio Autonomo del Porto di Napoli has engaged the services of the Notary's Office Sabatino Santangelo in Naples, whom interested parties can contact for any information. Ms. Carmen Zoppo, Studio Notarile Sabatino Santangelo - Via dei Mille, 61 - 80121 Napoli - Italy. Tel. +39 81 405166 Fax +39 81 412604. Office hours: 9am/1pm - 4pm/7pm.

Offers must arrive by 5.00 pm on 8th July 1996 at Studio Notarile Sabatino Santangelo, Via dei Mille, 61 - Naples.

The complete invitation was published in the Legal Notices Bulletin of the Province of Naples no. 44 of 1st June 1996 and can be requested from the above mentioned Notary's Office.

Naples, 14th June 1996

Extraordinary Administrator
(Dott. Felice d'Aniello)

CONTRACTS & TENDERS

CALL FOR TENDERS

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On June 21st 1996, the Minister of Communications of Romania will start a tender procedure with the purpose of selecting two GSM operators in Romania.

Those who wish to acquire a Licence for the installation and operation of a GSM network in Romania must apply for a Licence by submitting an application, including a technical, financial, and commercial plan for the installation enhancement and operation of the proposed network. The closing date for the submission of the application is July 26th 1996 at 12:00 local time.

The tender procedure is described in a tender document, which is available from June 21st 1996. The tender document will be sent to potential applicants upon payment by cheque of USD 500. Only companies who have requested and paid the tender document, and who have deposited a bank guaranty will be included in the evaluation. Written requests for the tender document including payment, company name as well as name, telephone, and fax number of contact person should be forwarded to:

The Ministry of Communications
At the Minister
14, Boulevard Libertății
R-70060/5 Bucharest
Romania

Contact person: Mr. Ion Matel
Tel: +40 1 400 1225 or +40 1 311 0643 / Fax: +40 1 400 1329 or +40 1 312 1479

Minister of Communications

Ioan Ovidiu Muntean

Bucharest, 1996

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The Joint Administrative Receivers offer for sale the business and assets of HPL Containers Limited, located in Merseyside.
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For further details contact Shahid Zaki, Ernst & Young, Silhouse Court, Tithebarn Street, Liverpool L2 2LC. Telephone: 0151 236 8214. Facsimile: 0151 236 0258.

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LEGAL NOTICES

S & S MOTORS (LIVERPOOL) LIMITED
Registration Number: 54744
VAT Registration Number: 230 100 000
Trade Location: 22
Date of appointment of First Administrative Receiver: 3 July 1996
Name of applicant: National Westminster Bank Plc.
Name of receiver: National Westminster Bank Plc.
Office Address: 100 Finsbury Avenue, London EC2M 7RS
Date of filing: 26/

NEWS: WORLD TRADE

Nancy Dunne tracks the US film company's protracted and expensive trade dispute with Fuji of Japan

Exposed: Kodak's path to the WTO

In May last year Kodak officials were brimming with confidence when their new chairman, Mr George Fisher, announced that the company had filed a complaint against Japan's Fuji with the US Trade Representative.

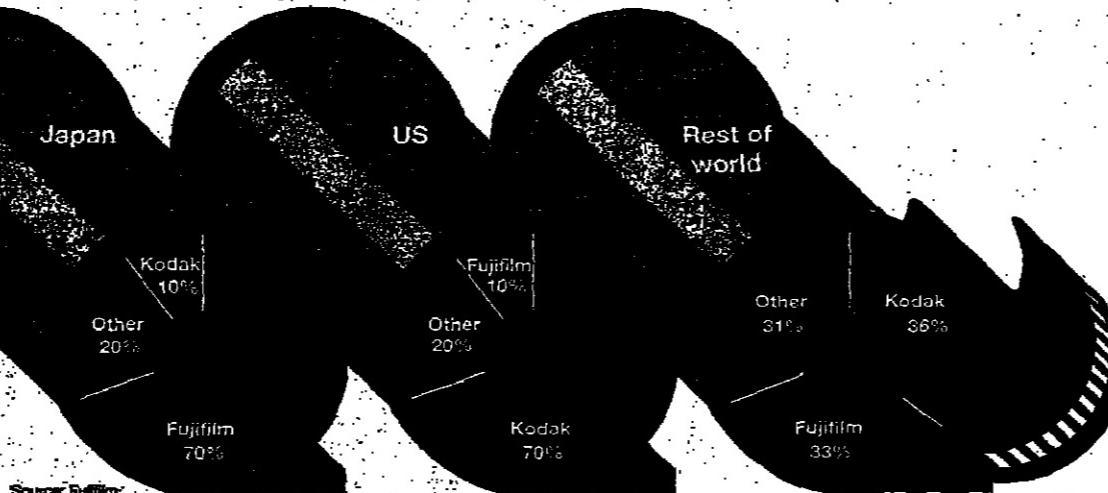
The 1,000-page complaint - the best documented case of its kind, Kodak said - detailed the now familiar story of a US company fighting to get its products on to the shelves of Japanese stores and sold at competitive prices. Kodak accused the Japanese government of supporting "anti-competitive" practices beginning in the 1970s and reinforcing Fuji's hegemony two decades later by not doing anything about it.

A year after the filing, the world's two photographic giants - having spent untold millions on lawyers, lobbyists and public relations - have apparently fought each other to a standstill. Yesterday the US Trade Representative's office announced not threats or sanctions in the usual US government fashion, but a decision to take Kodak's complaints to a multilateral forum - the World Trade Organization.

Kodak portrays itself as a David to Fuji's Goliath, saying its case has been dwarfed by its rival's public relations and lobbying efforts. Fuji says the case at first seemed an easy win for Kodak and only the commitment of substantial resources (no one will say how much) and its aggressive response has "leveled the playing field".

The public phase of the case began with a briefing by Mr Fisher: "Since arriving at Kodak 18 months ago, I have spent many a waking hour studying how Kodak can become more competitive," he said. His solution: a complaint, filed under Section 301 of US trade law. This requires the Trade Representative to investigate

The view from Fuji: film market shares



Source: FujiFilm

an alleged foreign trade barrier, and then, over a period of a year, negotiate it away, if necessary - and it usually is - by threatening trade retaliation.

Section 301 was an obvious choice for Mr Fisher, who previously, as chairman of Motorola, had successfully wielded the law to get a chunk of Japan's cellular phone market. For the Kodak fight, he hired a well-connected legal team led by Mr Alan Wolff of Dewey Ballantine, the most prominent trade advocate for US companies.

At the start, administration officials were described as impressed with Kodak's case. On July 3, Mr Mickey Kantor, Trade Representative at the time, officially accepted the complaint for action.

"George Fisher understood the system and the built-in advantages any US company would have in playing

the [301] game," said Mr Rob Rehg, senior vice president of Edelman, Fuji's long-time public relations firm. Fuji's strategists believed the Small Trade Representative's office would never have time to investigate the case properly, and resolved to neutralise the home court advantage by presenting overwhelming refutation of Kodak's evidence.

"We decided we would match them pound for pound in terms of paper," Mr Rehg said.

And so, and his colleagues moved swiftly. Journalists leaving Mr Fisher's press conference were handed Fuji's written responses. Over the months they were showered with documents, briefs, letters, even videos showing Kodak film being sold in Japan.

Mr Bill Barringer of Wilkie Farr & Gallagher, long a Washington lawyer for foreign firms, headed the legal

team. They were supported by a five-person Edelman team, including Mr Mike Deaver, the communications wizard of the Reagan White House, and a lobbying firm headed by two former congressmen, one a Republican, the other a Democrat.

Two months after the Kodak case was announced, Fuji produced a 558-page document, portraying Kodak's case as no more than "a heavy-handed attempt to shift the blame for its own poor business decisions". Kodak's marketing methods in the US were described as little different from Fuji's in Japan. Kodak's market share - about 70 per cent in the US - was proclaimed the mirror image of Fuji's in Japan. Fuji's lawyers argued that under Section 301, Kodak was required to prove that the US market was more open than that of its foreign rival.

The trade office has been inundated with letters and documents from Fuji's representatives. Since July 31, Fuji has made 17 submissions to Kodak's nine.

In September, for example, Wilkie Farr sent US trade officials a list of questions for Kodak Japan. Why was Kodak not more aggressive in passing along the benefits of the dollar's depreciation to Japanese consumers? Could Kodak substantiate its assertion that it had spent \$750m trying to advertise and promote its products in Japan over the last decade?

In February Fuji's lawyers submitted a report to the US Trade Representative rebutting Kodak's claims of a "price fixing conspiracy". In March, welcomed news that the Japan's anti-trust agency, the Fair Trade Commission, would study the industry, insisting this was "the latest chapter in a long history of careful scrutiny". It began building the fourth of seven planned plants in Greenwood, South Carolina.

Kodak was also busy, refining and explaining its case, but Mr Fisher was beginning to sound worried. In February he gave a speech dubbing "unprecedented" Japan's refusal to discuss the case and warned that Tokyo "is testing the resolve of the US government to deal effectively with market access issues".

As the July 3 deadline for decision approached, Kodak's lawyers sought to shape the case applicable under the WTO's narrower rules. Meanwhile, the US trade deficit with Japan has been declining, and the US has become more concerned about instability in the Asian region where Japan is the anchor of its security policy.

America's trading partners are now definitely pronouncing bilateralism dead. For the time, at least, it seems gravely wounded.

WORLD TRADE NEWS DIGEST

Russian oil venture formed

An international consortium has been formed to develop oil fields in the Nenets and Komi regions in Russia's far north.

Elf Aquitaine, the biggest French oil company, yesterday signed an agreement with Komitek, a state-owned local oil concern, and Neste of Finland to develop oil fields in the Shapino area, about 2,000km north of Moscow.

Elf said the partners would contribute their knowledge and technology to the venture, Severtek, Elf would hold 30 per cent, Komitek 50 per cent and Neste 20 per cent.

The new company is due to start operations next winter, the only time when heavy equipment can be brought into the area by overland routes. There has been substantial international oil company interest in the Nenets and Komi regions, mostly because the area has a number of undeveloped oil discoveries.

Robert Corrigan, London

BA alliance comes under fire

Carson Wagonit, one of the world's largest business travel companies, yesterday condemned the proposed alliance between British Airways and American Airlines, saying it would reduce choice for travellers.

Mr Richard Lovell, Carson Wagonit's executive vice president, said the alliance could result in a reduction in price competition. The two airlines accounted for 60 per cent of flights between the US and UK and 70 per cent of traffic between London and New York. "In any normal market situation this could be regarded as a near monopoly," he said.

Michael Skapinker, Aerospace Correspondent

China resumes rocket launches

China plans to put three communications satellites into orbit this year, with launches resuming early next month. China Aerospace Corporation said yesterday. Confidence in space travel has been restored after two rockets exploded shortly after takeoff, one in January 1995 and the other last February. Next month's launch of a Long March 3 rocket will lift into orbit the US-made Apstar 1A telecommunications satellite, built by Hughes Space and Communications. The satellite had been scheduled for launch in March but the lift-off was delayed after the first new-generation Long March 3B rocket carrying the Intelsat 703 orbiter veered off course and exploded in February.

The second satellite was to be launched in either late July or early August and would also carry a Hughes-made satellite. The third satellite, the Chinese-made East is Red Number Three, would be launched after October, using the new Long March 3A rocket, which has successfully taken two satellites into orbit. International customers, including global consortium Intelsat, have cancelled four launches since the February explosion.

Foreign Staff

Trinidad plans LNG plant

The government of Trinidad and Tobago has approved the construction of a \$1bn liquefied natural gas (LNG) plant by a consortium of US, Spanish and local companies. The plant will produce 3m tonnes of LNG per year, starting in 1998. Amoco of the US has a 34 per cent stake in Atlantic LNG, the consortium, with Repsol of Spain, a big shareholder in Gas Natural, also of Spain, holding 20 per cent. Cabot LNG of the US has a 10 per cent holding, with the remaining equity retained by the state-owned Natural Gas Company of Trinidad and Tobago. Cabot LNG will purchase 60 per cent of the plant's output, while the remainder will be bought by Enagas of Spain, a subsidiary of Gas Natural. Exports of liquefied natural gas from the venture will earn Trinidad and Tobago about \$175m per year.

Canute James, Kingston

Bovis wins more Czech orders

Bovis, the UK construction company, is continuing to expand its Czech order book with the award of three more contracts worth more than \$20m (\$30.6m). The company, a division of P&O UK shipping, property and construction group, has won 16 contracts worth \$66m since it opened its offices in Prague in 1991. The latest orders include technical consultancy services for the £13m Parukarke development to the east of Prague for the real estate division of IPB Real, a Czech bank.

Bovis has also won separate management construction contracts for a \$25m refurbishment of a spa and sanatorium at Luhacovice, Eastern Moravia and for a \$3m airbag manufacturing plant for Automotive Safety Components International at Jevicka, Moravia. The plant will produce airbags for the Volkswagen group.

Andrew Taylor, London

Europeans press Clinton to waive new Cuba law

By Stephen Fidler and news agencies

US President Bill Clinton is under increasing pressure from European and other governments to waive part of a controversial law that would allow US nationals to sue foreign companies using property confiscated by the Cuban government.

The provisions of the Helms-Burton legislation, signed into law in March, will come into effect on August 1, and pave the way for lawsuits from November 1.

However, the president can suspend the right to sue at six-monthly intervals if he believes this is in national security interests and will speed that transition to avoid it.

"We use every opportunity we can to press our view on this issue to the US administration," said one British official yesterday.

Mr Jacques Santer, president

of the European Commission, raised the issue at a US-European Union summit in Washington on Wednesday.

"We did raise our concerns about the legislation in no uncertain terms with our American colleagues," Mr Santer said after a White House meeting with Mr Clinton and Italian President Romano Prodi. Italy currently holds the revolving presidency of the EU.

"We do not believe it is justifiable or effective for our country to impose its tactics on others and to threaten its friends while targeting its adversaries," Mr Santer added.

"If that is done, it is bound to lead to reactions which it is in the interest of us both to avoid."

Mr Clinton said he was "very sensitive" to the EU concerns, and said they were being reviewed. But he added: "We think... the persistent refusal of Cuba to move toward democracy or openness and the

particular problems that causes for countries in our hemisphere, and for the United States especially, justified the passage of the bill."

On a five-day official visit to Canada, the Mexican President Ernesto Zedillo said his government was considering legislation to counter the law. Meanwhile, Canada is expected also to unveil retaliatory measures at any time.

Britain is considering invoking the 1980 Protection of Trading Interest Act that could, among other things, force British companies from complying with US and

international law.

Governments outside the US are also becoming worried about draft legislation in both houses of Congress aiming to impose sanctions on companies investing in Libya or Iran. This is expected to cause further problems between the US and its partners in Europe.

Editorial Comment, Page 19

Second Singapore wafer plant for SGS-Thomson

By James Kyng in Singapore

SGS-Thomson Microelectronics, the French-Italian semiconductor company, yesterday announced a \$81m (US\$714m) investment in a fabrication plant in Singapore to make advanced wafers, mainly for export.

The new unit, Ang Mo Kio 8, will be built adjacent to the company's existing plant and will have a capacity of 5,000 8-inch, submicron wafers a week.

Construction is due to start in October this year and production of 1,000 wafers a week will begin in late 1998.

Mr Alain Dutheil, corporate vice-president, in charge of strategic planning, said the speed at which capacity was expanded from the 1,000-wafer level would depend on demand. Only when demand justified it would extra equipment be installed, he said.

He added that fears of overcapacity in the Asia-Pacific region centred on D-Ram semi-

conductor production. The wafers to be made in Singapore would be used in mobile phones, computer disc drives and multimedia equipment, sectors in which there were fewer oversupply concerns.

Expectations of a rebound in semiconductor sales were lifted yesterday by an unexpectedly high book-to-bill ratio of 0.84 and a rise in chip orders during May, the first increase since January.

Analysts had expected the ratio, which measures computer chip orders against shipments, to be under 0.80.

Mr Dutheil said Singapore had granted a long-term loan, and tax holidays and training grants, to induce the company to invest in the city state, rather than in neighbouring countries. But the expertise among 1,200 staff at the existing 5-inch wafer plant was the prime reason for locating in Singapore.

Construction costs of the new plant will be \$818m.

with the installation of equipment to enable the 1,000-wafer capacity to be reached costing a further \$220m.

About 45 per cent of SGS-Thomson's Asia-Pacific turnover of \$225m in 1995 came from Singapore. Regional revenue in 1995 grew by about 50 per cent but has slowed markedly in 1996. Semiconductor sales in the Asia-Pacific region are predicted to grow by about 15 per cent this year, against a 15 per cent worldwide.

The new Singapore plant will be the sixth 8-inch wafer plant which SGS-Thomson has announced or is operating. At full capacity it would account for 10 per cent of the company's global wafer production, executives said.

Mr Philip Yeo, chairman of SGS-Thomson's Economic Development Board, said the city-state was aggressively promoting the establishment of wafer plants and the SGS-Thomson plant would complement local industry.

Malaysia awards controversial dam contract

By James Kyng

Malaysia yesterday awarded a M\$1.6bn (US\$45.4bn) contract to build the Bakun dam, a project regarded with pride in the country but which critics decry as environmentally destructive and economically questionable.

ABB Asea Brown Boveri, the Swiss-Swedish engineering concern, and CBPO of Brazil

beat bids from more than 40 companies to win the engineering procurement and construction contract. They will design and build the dam deep in the rainforest of Malaysia's eastern state of Sarawak.

ABB-CBPO will subcontract the laying of a 650km submarine cable from the area to peninsular Malaysia.

Malaysia says the project,

ardently supported by Dr Mahathir Mohamad, the prime minister, will catapult the poor Borneo region from the 19th into the 21st century and ensure an electricity surplus for a country suffering regular power cuts.

But environmentalists are alarmed by the scale of the project which will clear 68,000 hectares of forest, flood an area

the size of Singapore and force 9,000 tribes people to move. The dam, nearly twice the height of Egypt's Aswan dam, will also increase the risk of waterborne diseases, threaten protected flora and fauna and worsen water quality, environmentalists say.

Economists said smaller generators would have been more cost-efficient and less environ-

mentally damaging.

Other criticism centres on transporting the power through 670km of overhead cables from the dam and then through the undersea cable to the national grid. Some estimate that 12 per cent of the electricity could be lost in transmission. Others fear that if the cable were ever severed, it could damage industry.

from rival manufacturers.

The new global sales target would require a 40 per cent sales increase for Suzuki, which is the world's 12th largest vehicle maker. A 5 per cent world market share represents about 2.5m vehicles.

In its last financial year, to the end of March, Suzuki sold 1.8m vehicles, with 1m sales made outside Japan.

The company is already breaking out of its traditional role as a niche and "mini-car" producer, with the introduction of its Baleno saloons and estates which are competing in mainstream car market sectors.

Some 40 per cent of Suzuki's sales were of "conventional" cars, Mr Norman said.

Suzuki claims its global sales plan will not be blown off course by the high yen and other production difficulties in Japan. It now has 51 assembly, or more integrated, vehicle production facilities outside Japan, including plants in Spain and Hungary.

Executives say costs are being pared at Japanese plants to the point where production will be viable at an exchange rate of Y80:SL.

NOTICE TO EXISTING BARCLAYS MORTGAGE CUSTOMERS</h3

NEWS: INTERNATIONAL

Heineken reaches parts other Burundian revenues fail to reach

With aid cut off and coffee prices down, a single brewery is sustaining the economy, reports Michela Wrong

Mr Georges Hanin, Belgian manager of the Brarudi brewery in downtown Bujumbura, deserves every one of the nearly framed industry awards that hang outside his office.

For despite death threats, general strikes, power cuts and water shortages - the everyday hazards of operating in strife-torn Burundi - his factory has continued rolling out bottles of Amstel and Primus beers, Coke and other soft drinks for purely domestic consumption 24 hours a day.

"Since I arrived in 1994 we have never stopped producing," he boasts. "It is a record in Bujumbura."

More than professional pride or an obsession with profits lies behind such dedication. For as Burundi's economy begins to buckle under the strain of two and a half years of ethnic violence, the brewery is emerging not only as a symbol of determination in the face of adversity but also as the guarantor of an embattled government's financial solvency.

"If the brewery did not exist, the country would be in chaos," admits Mr Salvator Toyi, the finance minister. "As it is, we wait to receive our cheque from Brarudi before paying salaries."

Burundi's shaky economic base

GDP % change	Inflation %	Budget deficit % of GDP	Total foreign debt*
1992 -2.0	13.8	-14.9	220m
1993 -5.3	8.7	-3.4	200m
1994 -6.0	14.9	-2.4	265m
1995 -3.0	19.2	-2.5	300m

* In Burundian francs. \$1=22 Burundian francs

Source: Burundi Finance Ministry

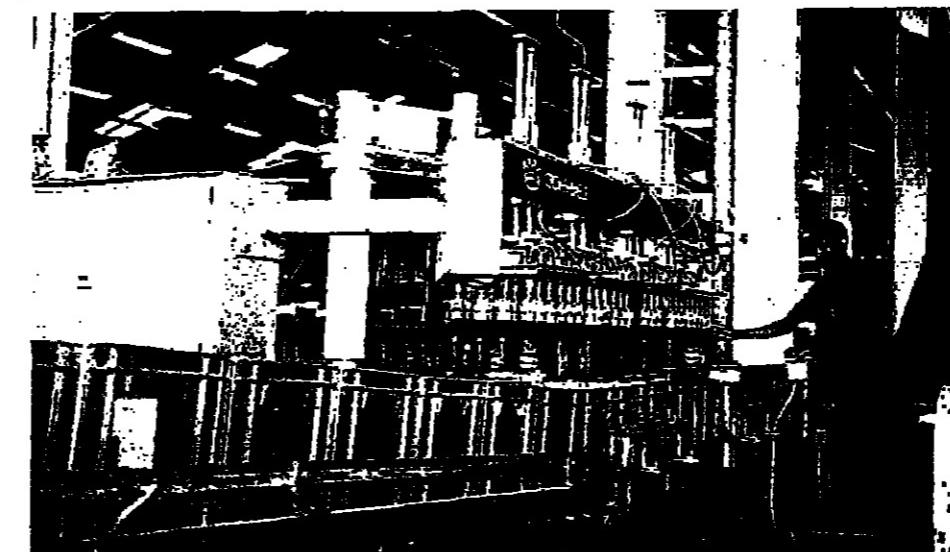
"If the brewery did not exist, the country would be in chaos," admits Mr Salvator Toyi, the finance minister. "As it is, we wait to receive our cheque from Brarudi before paying salaries."

carry out tit-for-tat reprisals, and the disapproval of foreign governments who feel a political elite is not doing enough to reconcile two increasingly polarised ethnic communities.

That leaves the brewery as a key source of the revenue needed to keep the wheels of government turning; in particular, the salaries of the Tutsi-dominated civil service and military.

Last year Brarudi owned 60 per cent by Heineken and 40 per cent by the government, provided 27 per cent of national tax receipts, two and a half times as much as coffee. This year the figure will be higher, nearer the 40 per cent habitually cited by local residents.

High world prices for coffee



The Brarudi brewery: Non-stop production despite strikes, power cuts and death threats

brought Burundi a much-needed windfall last year, but the market has plunged since then. While output is expected to reach 30,000 tonnes, experts say instability has had its toll and the beans no longer fetch the premium they once enjoyed. Coffee's contribution to state coffers this year will be less than a third of the \$32m of 1994-95.

At the same time aid has dried up, in part because it is no longer clear how to invest in a collapsing state, in part because donors want to shock the apparently complacent leadership into action.

In April, Mr Brian Atwood of USAID and Ms Emma Bonino, European Commissioner, said they could no longer continue providing 23 per cent of Burun-

di's gross national product. UN officials estimate aid flows, once \$300m-\$350m a year, have dropped to \$70m a year.

The cut coincides with a general recession caused by power failures, distribution problems and the evaporation of investor confidence. The effects can be seen everywhere," says Mr Toyi. "The state cannot pay its debts to the private sector, it is beginning to be unable to meet its foreign debts and foreign reserves are falling by \$10m a month. By 1997, if nothing changes, we will have prob-

lems buying imports."

Small wonder, then, that the government keeps forces posted around Brarudi, probably Bujumbura's best-guarded building. Or that, as Bujumbura threatens to become the Sarajevo of Africa - starved of electricity, crippled by curfews - the factory has been turned into a mini-fortress, relying only on what can be provided within its own high, barbed-wire topped walls.

When Hutu rebels attack power lines to the city, the brewery turns on its massive generators. When Tutsi militiamen call a general strike and halt public transport, management sends buses to fetch workers. Since water supplies cannot be trusted, the brewery has its

own treatment plant. Pipes to pump water direct from Lake Tanganyika are kept on standby. Rice, sugar and maize are stocked in quantities that can last several months, suppliers warned that if they fail to deliver, their contracts will be cancelled.

"All this comes at a cost," says Mr Hanin. "But in January we managed to operate for eight days when the whole of Bujumbura was without either electricity or water."

Squeezing its key asset to the limit, the government forced Brarudi to increase its beer price by 20 per cent earlier this year, an increase that will pay for a "social fund" for the victims of Burundi's troubles.

Despite his pride in the oper-

Banking supervisors agree to strengthen standards

By Hilary Barnes in Stockholm

Banking supervisors from 138 countries have agreed to speed up the implementation of minimum standards for the supervision of international banking.

The agreement, reached at the biannual International Conference of Bank Supervisors in Stockholm this week, covers 80 per cent of the world's population and was described as "an important step" by Mr Tommaso Padoa-Schioppa, chairman of the Basle Committee on Banking Supervision and deputy director general of the Bank of Italy.

A survey conducted for the conference showed that 20 per cent of countries do not consolidate financial and prudential information on banks' global operations.

Some 80 per cent face difficulties in verifying the reliability of such data by on-site examination because the legal framework of some countries does not allow all the instruments of supervisory analysis to be used. In some regions, supervisors do not have the power to prevent corporate affiliations that hinder effective supervision and a fifth of all countries do not make approval by the home country supervisors a condition for the establishment of a foreign bank.

Minimum standards for the supervision of international banking were developed by the Basle Committee in 1992, representing the G10 group of the world's richest nations. An important aspect of the Stockholm conference was a detailed discussion of co-operation between G10 and other countries. Mr Padoa-Schioppa said yesterday.

The 138 supervisors endorsed a report by members of the Basle Committee and the Offshore Group of Banking Supervisors to strengthen implementation of the 1992 standards.

The principles include better co-operation between supervisors in a bank's home country and the country which hosts the bank's subsidiaries and branches; principles for determining the effectiveness of home country supervision; establishing a routine for inspections by home country supervisors in the host country; improving supervisory standards in host countries and for dealing with problems arising from potential gaps in cross-border supervision.

Mr Padoa-Schioppa said implementation of the voluntary co-operation agreement would take time. In an address to the conference - he said that implementation of the Basle Committee's minimum standards had proved difficult and was too slow.

Mr Padoa-Schioppa said the endorsement of the principles by the conference was an important step, but not the last. "More will have to be done," he said.

Iraq blocks more arms searches

Iraq yesterday barred United Nations weapons inspectors from two more sites in and near Baghdad as they tried to search for clandestine weapons or related materials, a UN official said. Reuter reports from New York.

"We started two inspections this morning and were blocked at both of them," Mr Rolf Ekeus, head of the UN Special Commission in charge of scrapping Iraq's weapons of mass destruction, told reporters.

Yesterday's confrontation was in addition to two incidents on Tuesday and Wednesday when Iraq barred the UN weapons team from two Republican guard sites.

Mr Ekeus said that one site in Baghdad belonged to the elite Republican guard but he refused to give details on the second one. He said his group was searching for equipment, documents or materials relating to ballistic missiles.

In Baghdad, Iraqi authorities

called the inspections provocative and state-run newspapers carried editorials defending the decision to bar the inspectors from sensitive sites.

Ridding Iraq of nuclear, chemical, biological and ballistic missiles is a key requirement for lifting sanctions imposed in 1990 after Iraq's troops invaded Kuwait.

Mr Ekeus spoke to reporters after briefing the UN Security Council, which was to consider last night what to do next.

ment bodies responsible for concealing documents or weapons from his commission and he suspected some clandestine materials were still there.

Ridding Iraq of nuclear, chemical, biological and ballistic missiles is a key requirement for lifting sanctions imposed in 1990 after Iraq's troops invaded Kuwait.

He said all the facilities his experts wanted to enter had in the past belonged to govern-

Savimbi in talks on Angola diamond zone

Talks on the future of Angola's rich diamond provinces, largely left out of the country's peace deal, have been held this week at the bush headquarters of former rebel leader Jonas Savimbi, Reuter reports from Luanda.

The discussions at Bailundo brought together Mr Savimbi and Mr Paulino Neto, director of the state-controlled Angolan diamond company Endiama.

The future of diamond-rich



Savimbi: reluctant to yield

had offered UNITA at least three options to resolve the diamond issue.

They included diamond concessions, the creation of UNITA's own diamond company which would have shares in Endiama, the state-owned diamond mining business, and joint projects with international companies.

"It is also known that UNITA has been pressing to have a representative on the board of Endiama," the official said.

South Africa's Mecham company is de-mining the main stretch of road between the city of Malange and Saurimo in Lunda Sul so UNITA troops can be withdrawn from the diamond area.

"It still has to be decided where the UNITA troops in the Lunda provinces will be disarmed. The chances are good it will not be inside the Lunda provinces, but in neighbouring Malange Province," a peace observer said.

"It is also a guess as to how many troops UNITA has in the Lunda provinces and if it will relinquish its control. This is a very sensitive issue."

UNITA has already disbanded more than 45,000 of its troops at 13 assembly camps in Angola. Mr Savimbi has pledged to disarm a total of 50,000 by June 15.

Abortion and housing snags in Habitat II conference

Weary delegates do most of their work behind the scenes

By John Barham in Istanbul

A spectacular fireworks display over the Bosphorus tonight could well be the most vivid impression the 20,000 delegates and journalists take home with them from the United Nations Habitat II city summit in Istanbul, which ends today.

"Conference fatigue" and Habitat have become almost synonymous. Relatively few heads of state attended, none from big countries. Habitat, the third UN conference in 15 months, is likely to be the last big gathering of its kind for some time.

Mr Boutros Boutros Ghali, UN secretary general, said: "The decisions reached at Istanbul must be translated into concrete measures, into national policy, into new forms of international co-operation, into greater co-operation between government and civil society."

Yet it often seemed that the most important work during the 11-day event was done in committee rooms, corridors and bars, where participants swapped ideas and addresses. Mr Eduardo Rappel, planning secretary from the Brazilian

city of Salvador, said: "I have met people from all over the world who have interesting ideas for solving the same problems." He said he was taking back greater awareness of the importance of fiscal rectitude.

The UN organised a database of "best practices", policies adopted mainly in developing countries to overcome problems ranging from managing basic infrastructure to providing housing and involving local communities.

Non-governmental organisations (NGOs), local government and the private sector won greater influence in Istanbul than at earlier conferences.

Mr Jan Birket-Smith, director of the NGO Forum, which grouped non-governmental organisations at the summit, said: "For the first time, groups representing the interests of civil society had access to express concerns and issues directly."

This reflected the growing importance of voluntary organisations, civic groups and the private sector in developing public policy. Most conference delegates seemed to accept that market mechanisms and private business must play a

greater role in providing services as demands on restricted government budgets in both rich and poor countries grow.

So it was surprising that US and European utilities, which are developing into multinational corporations with investments in the developing world, were absent. Mr Michael Stegman, head of the US delegation, said they lacked "understanding on how to get involved in the UN conference system. We need to engage business in the post-Istanbul process."

The conference itself was stalled for two days by the seemingly peripheral issue of abortion. The Vatican, supported by some Islamic countries, held up the proceedings until they succeeded in removing reference to "reproductive and sexual health services" in the final document, claiming this would legitimise abortion.

More relevant issues such as government decentralisation, women's rights and financial support for poor countries were often lost in the crossfire.

NGOs berated Turkey for rejecting self-government for its large Kurdish population and criticised its policy of destroying villages to deny awareness and action.

Indonesia

on Tuesday, June 25.

Contact representatives

Jenny Middleton in London
0171 873 3794 or fax: 0171 873 3922 or

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NEWS: ASIA-PACIFIC

HK-Taiwan air deal boosts Beijing group

By Louise Luce in Hong Kong

Taiwan and Hong Kong yesterday signed a landmark air services pact which gives a China-controlled airline access to lucrative routes in Taiwan.

The five-year agreement also allows Taiwanese carriers to fly to Hong Kong after it reverts to Chinese sovereignty next June.

The deal inches Taiwan and China closer to direct links, banned by Beijing since the Nationalists fled to Taiwan in 1949. It follows a period of rising tensions across the Taiwan Strait, worsened by missile testing before Taiwan's presidential elections in March.

The agreement comes more than a year after the previous pact lapsed; interim short-term pacts maintained the status quo while Taiwan and Hong Kong sought to solve differences, ameliorate internal bickering (for example, in Taiwan, to introduce more competition on the route) and secure Beijing's blessing on a final deal.

Beijing endorsed the deal last Friday, just days before a shake-up in the aviation sector in Hong Kong got shareholder and regulatory approval. Under that restructuring, unveiled on April 27, Dragonair, Hong Kong's second carrier and a key beneficiary of the air pact with Taiwan, came under mainland control.

CNAC, the commercial arm of China's aviation regulator,

paid HK\$1.97bn (\$255m) for a 38 per cent stake in Dragonair. A further 28.5 per cent is owned by Cathay Pacific, Hong Kong arm of Beijing's main investment vehicle. Under yesterday's pact, Dragonair will operate up to 21 flights a week between Hong Kong and Taiwan's southern port city of Kaohsiung.

At present, the route is monopolised by Cathay Pacific, Hong Kong's de facto flag carrier, which has 84 flights a week on the route, and Taiwan's China Airlines.

The new pact provides for up to 100 passenger flights and six freighter flights for Cathay, 105 passenger services and six freighter flights for China Airlines, and 16 passenger services for Eva Airways, a subsidiary of the Taiwan shipping giant Evergreen.

Appropriate licences have still to be secured by Dragonair, but aviation executives reckon this will be a formality. Mr Declan Magee, aviation analyst with HG Asia in Hong Kong, says the Hong Kong-Kaohsiung route is the fifth busiest in passenger volumes in the Cathay Pacific network.

He estimates it generates revenues of some HK\$600m a year. "Cathay Pacific worked hard to build up this route, and now they've given it to Dragonair. It's like a present - all they've got to do is put pilots on and people will be queuing to buy tickets," he said.

Under the new regulations, the government several years to design,

ernment will by next March phase out the oil price buffer fund which has shielded the domestic consumer from world oil price fluctuations.

The fund, in heavy deficit for the past 12 months, has been a source of grievance for the country's three oil companies: Petron, the privatised oil company; Shell Philippines, the local arm of the Anglo-Dutch group; and Caltex Philippines, the US company.

The policy overhaul has taken the government several years to design,

largely because of the strong political desire for subsidised petrol prices. In the past, price rises have provoked demonstrations and death threats against oil executives, most recently last February when prices were raised by 13 per cent. A small price rise is expected within the next few weeks.

"We welcome this move to liberalise the oil sector because it depoliticises petrol pricing," said Mr Monica Jacob, chairman of Petron, which is 40 per cent owned by Saudi Aramco. "It will

bring better service and efficiency to the consumer and allow more foreign players to enter our market."

Several foreign companies, including Mobil, Thai Petrochemicals Industry and British Petroleum, have expressed an interest in the Philippine market. Many plan to invest in downstream crude oil refining including naphtha cracking plants.

As an incentive to refine oil locally, the government will keep a small tariff differential between crude and

though competition has grown over the past few years due to the launch of premium brands by domestic makers and private retail brands.

Sales cooled in the ice cream market last year, totalling Yen300m (\$3.5bn), down 9.5 per cent from a year earlier due to a long and cold rainy season, but the company has held sales at Yen30m, unchanged from the year before.

Haagen-Dazs, which imports more than half of its products from California, helped to establish the premium ice cream market. Its earnings have been supported by the liberalisation of ice cream imports in 1990.

The company secured its

ASIA-PACIFIC NEWS DIGEST

Pakistan brings in more taxation

Pakistan yesterday announced a tough annual budget which sought to reduce its high budget deficit by raising an extra Rs1bn (\$1.17bn) by extending a sales tax and improving tax collection. No significant inroads were made in lowering import tariffs, which remain an average of 65 per cent.

Pakistan has been urged by the International Monetary Fund to cut tariffs in order to make industry more competitive.

Mr Makhdoom Shahabuddin, minister of state for finance, told the lower house of parliament in Islamabad: "We will cut our budget deficit to have a strong, dynamic and sound financial system." The government pledged to cut the federal deficit to 4 per cent of gross domestic product by next June, down from 5 per cent at present.

Among the taxation measures announced in the Rs500bn budget, the government abolished the exemption from the "wealth tax" - a federal tax on property - for those who own only one house, but replaced it with a tax on all houses on areas of more than 500 square yards. New taxes were imposed on mobile phone bills and foreign air travel, while the tax on domestic and international phone calls was increased from 35 to 40 per cent. The scope of an existing sales tax will be extended to many consumer goods.

The defence budget was raised by Rs1bn or almost 14 per cent.

Farhan Balochi, Islamabad

China's exports falter

China registered a trade deficit of \$900m in the five months to May, according to Chinese customs statistics. But exports in May exceeded imports for the second straight month. May exports dipped 7.1 per cent against the same period last year, while imports rose 14.5 per cent. China registered a \$180m trade surplus in 1995, but a strong currency and curtailment of tax rebates for exporters have damped exports this year.

China's trade surplus in May was \$210m. The Ministry of Foreign Trade and Economic Co-operation forecasts trade will be more or less balanced this year, with the possibility of a small deficit.

Tony Walker, Beijing

■ Police in Shanghai formally arrested US businessman William Ping Chen yesterday on charges of importing banned goods to China, the Xinhua news agency said. *Beijing, Reuter*

Indonesia eases currency curb

The central bank yesterday took another step towards liberalising Indonesia's currency by widening the band within which it is freely traded. Over the past two years, Bank Indonesia, the central bank, has stepped in regularly to widen the rupiah intervention band. The currency will now trade within a 5 per cent range, up from 3 per cent, of about 118 rupiah around a mid-rate, set by Bank Indonesia against an undisclosed basket of foreign currencies.

Mariela Saragosa, Jakarta

Key Vietnamese diplomat dies

Vietnam's deputy foreign minister, Le Mai, a key architect in forging diplomatic ties with the US last year, has died of a heart attack, aged 56. His death robs Vietnam of one of its most able, English-speaking diplomats when the country is trying to integrate into the Association of South-East Asian Nations (Asean) and secure Most Favoured Nation trading status from Washington. Later this month the Communist party holds its eighth congress, and Mr Mai, seen as a reformer, had been viewed as a possible successor to Mr Nguyen Manh Cam, the foreign minister, who is tipped for promotion.

Jeremy Grant, Hanoi

Philippines to liberalise oil sector by next March

By Edward Luce in Manila

The Manila government is to dismantle protection for the domestic oil industry from Sunday, in a process to culminate in complete liberalisation of the sector by March 1997.

Yesterday's announcement will open the sector to full foreign competition and result in market-based prices for petrol and other oil derivatives.

Under the new regulations, the gov-

ernment will by next March phase out the oil price buffer fund which has shielded the domestic consumer from world oil price fluctuations.

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As an incentive to refine oil locally, the government will keep a small tariff differential between crude and

refined oil imports. Refined oil imports will be subject to a 7 per cent tariff; crude oil will pay 3 per cent. The 4 per cent differential will be phased out early next century.

Under the regulations, which allow oil companies to set their own prices through an automatic price adjustment mechanism based on the Singapore open market system, oil companies will be able to set up storage depots and refineries without government authorisation.

Awami claims Bangladesh victory

By Mark Nicholson in Dhaka

Sheikh Hasina, leader of the Bangladesh Awami League, yesterday claimed victory after what she acknowledged to have been a "free and fair" election. However, the Awami League, returned as the biggest party, may still fall marginally short of a parliamentary majority, pending the results of polling in 27 seats next week.

Sheikh Hasina, daughter of

Sheikh Mujibur Rahman, "father of the nation" and in 1971 Bangladesh's first elected prime minister, said she was set to form the next government. "We are ready now and waiting for the president's call," she stressed.

Her party has not had office since 1975 and the twists of Bangladeshi politics may yet deny her, as the possibility remains of a blocking coalition.

A record 73 per cent turnout

had last night delivered the Awami League 123 seats and the Bangladesh Nationalist party 104. The Jatiya party, led by General Hossain Mohammed Ershad, the imprisoned former military ruler of Bangladesh, won 29 and could emerge as kingmaker. Smaller parties, including a devastated Jamaat-Islami party, won just five seats. A total of 300 elected seats were contested.

A Jatiya party leader said

last night the group would "definitely" consider allying with any party which helped release Gen Ershad, who was jailed on corruption charges after being removed in a popular movement in 1991.

Prospects of a coalition, perhaps between the BNP and the Jatiya party, will turn on the results of 27 seats to be repolluted next week after the election commission found "irregularities" in 123 polling stations.

Winston shakes up the centre to become New Zealand's first

Nikki Tait on Winston Peters, the country's most popular politician

Winston Peters is riding high and running late. Polls have just nominated him as New Zealand's preferred choice as prime minister. But an extended meeting with lawyers means that the new star in the country's political firmament has only minutes to make a lunchtime meeting with Wellington's business leaders.

Undeterred, he sits down, waits for the cigarettes to appear, and, when challenged to explain why the international view of New Zealand as a model of economic reform is so wrong, swings into gear. If pressure is telling anywhere in the hothouse of New Zealand politics, it is not here.

"Well, when I look around Asia, look at the Asian tigers, I see roaring economies," he says. "I see governments in partnership with their people. I see strategic long-term planning. I see a significant degree of economic nationalism. I see economic that work."

"And when I contrast that with New Zealand, I see lazy economic intellectualism, bias started up as analysis for the New Zealand people's consumption."

Worse, Mr Peters contends, the produce of this "lazy intellectualism" - a decade of reform and deregulation, during which New Zealand has radically altered everything from its labour market structures to its health system - is no longer producing the goods. "Nobody's arguing economic recovery any longer. They're now arguing stability."

"And while it may be good for international observers to indulge their fetish for how

wily but uncharismatic farmer who leads the National government, gets only 22 to 24 per cent.

The rise of NZF matters because New Zealand will switch from a Westminster-style electoral system to a form of a proportional representation when it chooses its next government in four months' time. Mr Peters could control 30 to 40 seats in the enlarged 120-member, single-chamber parliament. National would have more - about 50 - but too few to form a government.

The centrist Labour party, polling around 15 per cent of the vote, remains blamed for having started the country's restructuring, while its left-leaning Alliance (11 per cent) has lost ground as Mr Jim Anderton, its leader, has faced personal problems.

NZF has always done well with Maori voters - Mr Peters' deputy is the Maori former trade unionist, Mr Tau Henare - and older New Zealanders, nostalgic for a more nurturing society.

Now Mr Peters appears to be broadening NZF's appeal, notably in rural areas where urban liberalism is distrusted.

The thought that Mr Peters - known to everyone from security guards upwards as Winston - could have the whip-hand in a post-October coalition government fills his critics with dismay.

They claim that NZF lacks any real policies, that its tough stance on immigration and proposed restrictions on foreign ownership of New Zealand assets appeals to the worst racist sentiments, and that Mr Peters himself, who has built

his career on challenges to the system, will be an impossible coalition partner.

Mr Peters meets the criticisms head-on. NZF, he says, will have a fully-costed economic policy out by July. In the meantime he will continue to plug his belief that more emphasis should be put on promoting exports, and less on the tight 0.2 per cent inflation target which the Reserve Bank must, by law, achieve. NZF would give the RBNZ a new target of keeping NZ's inflation rate below the average of its main trading partners.

On the foreign investment front, he promises tighter controls, with a cap of 24.9 per cent on overseas purchases of existing assets. Critics call this xenophobia. Mr Peters puts it differently: "Foreign investment is good when it's creating jobs for enterprises and new exports... and thoroughly bad if it's just the corporate take-over of this country's resources."

A similar approach would underpin immigration policy. Access would be granted where immigrants were offering a badly needed skill, but not otherwise. Numbers of new immigrants would come down to fewer than 10,000 a year.

Savings, meanwhile, would be lifted by a compulsory retirement funding scheme. This would be government-organised but professionally managed, with money being invested only in New Zealand.

These economic mainstreams are then topped off with a flurry of policies on crime prevention and social welfare, and the hallmark Peters pursuit of accountability in government.

FIRST QUARTER 1996 FINANCIAL RESULTS (Reviewed by Ernst & Young, Bahrain)			
CONSOLIDATED BALANCE SHEET (AT 31 MARCH, 1996)			
	(US\$ million)	31 March 1996	31 March 1995
ASSETS			
Liquid funds	270	178	
Marketable securities	2,089	2,349	
Placements with banks and other financial institutions	6,839	5,317	
Loans and advances	10,623	10,509	
Interest receivable	425	288	
Investments in associates	79	83	
Other investments	104	111	
Other assets	274	287	
Premises and equipment	446	447	
	21,149	19,569	
LIABILITIES			
Deposits from customers	9,675	8,668	
Deposits from banks and other financial institutions	7,691	7,387	
Certificates of deposit	259	19	

NEWS: UK

Chief executive warns that disputes in Britain will encourage US Names to press ahead with lawsuits

Further changes to settlement plan ruled out

By Ralph Atkins,
Insurance Correspondent

Efforts to secure the financial future of Lloyd's of London moved into their final stage yesterday when the insurance market warned that no further changes were possible to a £1bn (\$4.7bn) out-of-court settlement offer. It also said that about 175 "blacklisted" names would have their benefit from the settlement restricted.

Mr Ron Sandler, Lloyd's chief executive, said the insurance market had to meet deadlines - most importantly the August 31 solvency test imposed by UK government

regulators. "There is no further scope for changes in the settlement structure," he said.

Separately, Mr David Rowland, Lloyd's chairman, outlined to an Association of Lloyd's Members (ALM) conference how the names' "blacklist" had been compiled from those working at the market who caused losses totalling more than £2bn in recent years.

The list includes underwriters and directors and partners at Lloyd's agencies. However, Lloyd's risked provoking Names' anger by refusing to publish the list for legal reasons.

The latest developments came as Lloyd's prepares to send Names revised figures next week on the individual impact of the market's recovery plan. Names are individuals whose assets could traditionally support Lloyd's.

LLOYD'S
LLOYD'S OF LONDON

Highlighting the growing support for the plan, Mr Michael Deeney, chairman of the Good Walker Action Group which represents some of the worst hit Names, told the ALM conference: "The war has gone

on long enough. It is time to make peace."

Mr Sandler warned that further feuding could worsen problems in the US where legal action pending could undermine Lloyd's recovery plan, of which the £2.1bn offer is part. His remarks were an obvious rebuff to headline Names who earlier this week called an extraordinary general meeting to press for substantial improvements.

"I'm worried that the continuing evidence of disputes and dissent will give them [litigating US Names] the confidence that their efforts to make life difficult... are the

right thing," Mr Sandler said.

As well as the £2.1bn offer, Lloyd's recovery plan includes proposals for a giant reinsurance company, Equitas, which would take responsibility for billions of dollars of mainly US asbestos and pollution liabilities.

In the past few months the cost of Equitas to Names has fallen from £1.9bn to about £1.6bn. The settlement offer was also increased from £2.5bn to £2.1bn.

Names on five Lloyd's syndicates are being offered cash for their places by one of the insurance market's new generation of corporate investors, Cox Insurance. In an unprecedented move at Lloyd's, Cox announced yesterday it would pay up to 18 pence per pound of underwriting "capacity" - the amount of insurance business that can be accepted. The move is intended to encourage Names who might resign this year to take an early decision allowing plans to be made for the 1997 underwriting year.

As well as being a corporate investor, Cox also owns an managing agency responsible for running Lloyd's syndicates. Cox wants to purchase £50m in capacity at a cost of £2.1bn.

The European Union Japanese investors "unconcerned by ambiguous British attitude"

French farmers' chief attacks British 'scandal'

By David Buchan in Paris

The head of France's largest farmers' union accused Britain of "scandalous" behaviour yesterday as anger mounted over a surge in imports from the UK of potentially contaminated animal feed after its use in cattle and sheep feed had been banned in 1988.

The revelations and the resulting political storm put increasing pressure on the French government to drop its relatively conciliatory approach to the EU point of view in the beef crisis.

After Mr Philippe Vasseur, the agriculture minister, blamed the Socialists for allowing the surge in feed imports when they were in government from 1988-93, Mr Henri Nalle, a former Socialist agriculture minister, hit back.

He said it was quite "unreasonable" for the government to have supported lifting the ban on UK beef derivatives, and

called for a ban on all meat-based feed - not only for cattle and sheep but also for poultry and pigs.

Mr Nalle said that in 1988-90 French farmers needed extra animal feed because of droughts at home, but in 1989 he had banned the import of feed from the UK which used beef carcasses.

He claimed that he had tried in 1990 to go further to block beef products when some veterinary experts expressed concern about the transmission of BSE to humans. But threats of court action by the European Commission had stopped him.

According to yesterday's *Le Monde* newspaper, the European Commission knew of the risks to human health from BSE two weeks before the UK government made its fateful statement to that effect.

The French newspaper reprinted a March 8 memo by the Scientific Committee on

Food to the Commission in which it warned that "the risk of human contamination from tissue infected by BSE exists".

Le Monde quoted a member of the committee as saying it was put "under very strong pressure" by the Commission's agriculture directorate not "to alarm people needlessly". The scientific body's finding was

the more striking, because it did not know at the time of the latest cases of Creutzfeldt-Jakob disease (CJD), the human manifestation of BSE, which subsequently led the UK's experts and government to issue their warning.

However, the Commission said that although the committee had found no scientific evidence to exclude the possibility of transmission of BSE to man, it had considered no fresh evidence and found no positive proof of possible transmission.

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John Major, the British prime minister, yesterday raised hopes of an early end to Europe's beef crisis after holding "very constructive" talks in London with Romano Prodi, his Italian counterpart. Italy now holds the rotating European Union presidency. Mr Major, pictured (above right) welcoming Mr Prodi to 10 Downing Street, said there had been progress towards agreeing a framework for lifting the EU's ban on British beef exports, but added: "We are not there yet".

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RECRUITMENT

JOBS: A New York headhunter explains his aggressive approach to replacing insurance executives

A cuckoo's guide to the art of placement

Either cuckoos are very clever or other birds are very stupid. Whatever the case, there seems little dispute that, however unpalatable its parental habits, the cuckoo is remarkably successful at placing its own offspring in others' nests.

Too late do the smitten parents discover that their own brood has been clinically dispensed by an imposter. Many of us tend to sympathise with the hardworking parents but whatever we may think about the cuckoo, it has discovered a successful formula for species survival.

I was thinking about the cuckoo last week when I met Victor Caleo, the headhunter who helped place Michael Craft, the new chief executive of Equitas, the reinsurance company that will take over billions of pounds of asbestos and pollution liabilities at Lloyd's, the London insurance market. Caleo, chief executive officer of the New York-based Michael Scott Consulting Company, specialises in finding people for executive posts in the insurance market.

But like the cuckoo, Caleo does not wait to be invited into the nest: he often takes equity stakes in companies he believes are badly run and can

be turned around by better management. If rebuffed by a chief executive he considers mediocre, he aims to convince the rest of the board that they need someone new at the helm. Caleo then offers to find a replacement.

Old boy network

It is an aggressive form of recruitment (and not, it should be stressed, the technique used at Lloyd's, where Caleo was engaged as a conventional search consultant). But Caleo believes it is justifiable to shake up what he considers a cosy industry, where the boards are too often drawn from the old boy network.

Caleo says: "I follow the industry. I know those companies that are well managed and those that are not. The poor ones target themselves by falling below the standards of excellence. The overvalued CEO spends an inordinate amount of his time befriending his board and not enough

focused on the business in hand."

His methods often meet with disapproval from competitors. "They don't like the way I do business," he says. "My competitors spend a great deal of time making friends and being nice to people. I am focused only on results. I act like a shareholder with a mission and people are taken aback by that."

Caleo is particularly critical of placements where chief executives who have failed in one company find an appointment in another. He accuses some chief executives of deliberately recruiting people with skills inferior to their own so they will not feel threatened.

Caleo buys only small stakes – he says he tries to top the personal shareholdings of the chief executive in a target company. It is an unusual approach and ultimately his record stands or falls by his recruitment success. He calls himself a "dislodgement specialist". Even some who would

balk at his methods might feel that a little dislodgement is overdue in some UK companies where the directors have spent too much time feathering their own nests.

Although Caleo's approach might be unusual in headhunting, financial institutions are increasingly seeking to influence the appointments, pay and contracts of directors in companies in which they invest.

The extent of this was disclosed in a recent study by John Holland, professor of International Banking and Finance at Glasgow University. He found widespread evidence of institutions seeking to intervene in corporate governance and performance issues.

Increasing scrutiny

Boards appear to be under increasing scrutiny from several quarters. Last week an Industrial Society report criticised the lack of preparation given to boardroom appointees.

Tony Morgan, the society's chief executive, said entrants to boards were receiving "wholly inadequate" preparation. It seems something of an oversight that companies which stress the need for training elsewhere in their workforce forget to apply the same disciplines to directors.

It is almost as if once someone has reached board level it is considered to have reached some divine state of enlightenment which puts him apart from other mortals. Morgan thinks differently: "Top managers are never too old or too busy or too distinguished to learn new skills."

If they believe they might soon find themselves looking over their shoulders at the Victor Caleos of the recruitment industry. Two or three weeks ago I wrote about the difficulties in classifying the achievements of Joe DiMaggio, the great baseball player, using ordinary measures of success. The point was to illustrate the argument that

aesthetic or subjective assessments might sometimes be as useful if not more useful than hard measures of attainment.

Robert Ruggles, of Ruggles Investment Services, in Toronto, has supplied further examples from DiMaggio's career which seem to question whether human resource benchmarking has its limitations. By any normal measure of fitness DiMaggio might never have reached the major leagues because of a knee injury. As Ruggles observes, the supposed impediment never appeared to bother him.

Di Maggio's streak

Di Maggio's 56-game hitting streak, says Ruggles, needs to be viewed against the high quality of the recruitment team mates. Had Di Maggio played for a lesser team, he argues, the opposition would have pitched around him.

Ruggles adds: "He never made a mental error – throwing to the wrong base, trying

for too few or too many bases or missing the cut-off man." None of these judgments is counted statistically yet they win games.

Finally, says Ruggles, Di Maggio knew when to quit: "He knew he could not do in the future what he had done in the past, although that still would have been more than almost all other players – a lesson for highly paid CEOs today."

These observations suggest that benchmarking has not yet found a way of classifying Di Maggio's achievements in sporting history. Long may it remain so.

A report from Korn/Ferry International and the London Business School on the central and eastern European recruitment market confirms a number of trends that have been emerging during the last three or four years.

There has been no let-up in demand for expatriate managers. Expatriates filled about a quarter of the managerial posi-

Richard Donkin

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graduates with excellent academic qualifications, holding an MBA or professional qualification.

They must have a proven track record of achievement in a similar environment (equity house, mezzanine house, structured finance, mergers and acquisitions, or strategic consulting) and possess strong creative, analytical and interpersonal skills. A second European language would be advantageous.

A most attractive remuneration and incentive package will apply and there are excellent long-term prospects.

Interested candidates should forward a copy of their CV and details of current remuneration quoting reference AJ100, to Tony Saw at KPMG Selection & Search, 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE, indicating any companies to which they would not want their CV forwarded.

Portfolio
Fair

SPECIALISTS

SENIOR COMMODITIES CREDIT ANALYST

to £50,000 + BENEFITS

A global commodities trading group requires, in London, a Senior Credit Analyst to assess and manage their global (particularly South East Asia) counterparty risk.

Reporting to the Finance Director, the role will include the analysis and control of global credit risk arising from the group's metals derivatives, FX and physical trading activities. This will involve all aspects of researching and preparing credit applications, advising on relevant policies and procedures and developing systems for managing counterparty risk.

The candidate will have a formal credit training and probably be a qualified accountant or banker. Experience in derivatives is essential and exposure to South East Asia and commodities highly advantageous. Excellent communication and analytical skills are required for this demanding role.

Working closely with dealers and senior management you will play an important role in developing the group's global risk management capability.

Please send CVs with covering letter to Roger Manning, Executive Consultant, quoting reference no. P30214

Jonathan Wren & Co. Limited
Financial Recruitment Consultants
No 1 New Street, London EC2M 4TP

JONATHAN WREN
CONSULTANT

b a n k i n g

Telephone: 0171-623-1266
Facsimile: 0171-626-5257
Compassline: 100446, 1511

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The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on +44 171 873 3456

SGS Société Générale de Surveillance Holding S.A. (the SGS Group) founded in 1878, with headquarters in Geneva, Switzerland, is the world's largest organisation in the field of testing, inspection, verification and quality systems certification. The Group operates in over 140 countries with 335 subsidiaries, 1220 offices, 342 laboratories and 35,000 employees.

The Group's worldwide operations have expanded rapidly during the last years. Given the increased audit universe, we are looking for complementing our Internal Audit Function with high calibre and dynamic individuals for the position of

INTERNAL AUDITOR (M/F)

Tasks and responsibilities

- Performing financial and operational review missions worldwide in the SGS Group universe
- Advising on improvements of operations in terms of minimising risks, improving quality, efficiency and effectiveness
- Understanding operational, local and business considerations
- Special projects, including due diligence work

Profile of the suitable candidates:

- Qualified auditor (CA, CPA, CIA, Expert comptable diplômé)
- Two or more years relevant work experience in an international environment after gaining audit qualification
- Fluent English and either French or Spanish essential; any other language desirable
- Willingness to travel up to some 80% and to undertake this role for a number of years
- Excellent communication and writing skills
- Age bracket: 25-30 years
- Swiss nationality or Swiss C work permit

For successful candidates this position, based in Geneva, clearly offers exiting career prospects in the SGS Group.

Interested candidates should send their application letters and curriculum vitae to SGS Société Générale de Surveillance S.A., Human Resources Division, P.O. Box 2152, CH-1211 Genève 1

Interviews will take place late June / early July.



Kleinwort Benson

Member of the Dresdner Bank Group

European Insurance Analyst

Competitive City Salary

Kleinwort Benson became a member of the Dresdner Bank group in 1995. The combined skills and resources of the two groups have created a leading force in international investment banking and a long-standing reputation for high quality equity research and a powerful distribution.

An exciting opportunity now exists for a well qualified, self-motivated individual to join their successful team of European insurance analysts. You will be aged between 28 and 40 with a minimum of 5 years experience in the insurance sector and possess the following skills:-

- ACA/IAI/ACII qualified
- analytical mind
- high degree of initiative and creativity
- in-depth knowledge and understanding of life assurance and/or general insurance

For an initial discussion in confidence please contact us quoting reference 5419 at 20 Conduit Lane, London EC4R 3TE. Telephone 0171-236 7307, or Fax 0171 489 1130, or E-mail ascovell@stephens-uk.parasoft.co.uk

STEPHENS
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GUERNSEY STOCKBROKERS

COMPETITIVE SALARY AND BONUS

Our client, a well known firm of Guernsey stockbrokers, is currently seeking young and energetic persons to join its debt and equity sales team.

The firm has an excellent track record of growth and success in the Channel Islands, and is looking to capitalise on its market position by increasing its client base of local and offshore clients through the expansion of its sales team.

It is looking for self motivated people who thrive in a small dynamic team, and who have the enthusiasm and determination to develop existing clients and create new business opportunities.

Candidates must have strong interpersonal skills and at least two years sales experience within a firm of stockbrokers or an investment bank. Good communication skills and an up to date knowledge of the financial market are essential requisites for these challenging roles.

Good performance is generously rewarded through the firm's attractive bonus scheme and career prospects are excellent.

Candidates must be eligible to live and work in Guernsey. Interested candidates should send their curriculum vitae, together with a covering letter indicating current salary, to:

Carol Jardine, Jardine Kelsi,
53 Shepherds Hill, London N6 5QP

Fax: 0181 341 4463

Interviews will be held in Jersey, London, Manchester and Glasgow.

INVESTMENT ANALYST WATER COMPANIES

Opportunity to join leading securities house in the City

Our client is a major securities house with highly regarded research which is distributed internationally to institutional clients. With an excellent reputation for their coverage of utilities they seek a further analyst to join this team and cover the UK water companies.

As a well qualified graduate, MBA or ACA you will have a thorough understanding of the water sector and its regulatory issues. You will have a minimum of 3 years experience gained through either strategic planning or business development within industry, as an analyst or through corporate advisory work. Strong analytical, financial modelling, verbal and written communication skills are essential as is the ability to market your understanding of the strategic issues and implications for market valuations to clients.

For an initial discussion in confidence please contact us quoting reference 5420 at 20 Conduit Lane, London EC4R 3TE. Telephone 0171 236 7307, or Fax 0171 489 1130, or E-mail ascovell@stephens-uk.parasoft.co.uk

STEPHENS
SELECTION
STEPHENS

INTERNATIONAL EQUITY SALES TRADER

We seek a sales trader for our globally recognized financial services company located in the Northeast.

The position's primary responsibility is to assist a growing team in the development of a profitable international institutional equity sales trading organization.

More specifically, the chosen individual will convert his/her client relationship to an ongoing, profitable trading flow, develop new business/accounts, and cross-sell services. This person will also establish effective working relationships with our UK sales and trading organizations.

To qualify, you must have achieved status as an international equity sales trader at a competitive financial institution with experience in the institutional account sector and previous experience in related areas. You should also have demonstrated success generating a consistent client base and developing new accounts, stellar sales and marketing abilities, and excellent communications on all levels of management, both internally and externally. We seek an action-oriented team player, master communicator, and a reliable, well-versed financial source who can translate market views and knowledge into added value for clients.

Compensation includes a competitive salary and performance-driven bonus. Interested, qualified individuals are invited to submit resumes to: Box FT272, 401 Broadway, Suite 2100, New York, NY 10013. An equal opportunity employer M/F/D/V.

SENIOR CREDIT ANALYST

The commodity business unit of one of the world's leading investment banks is seeking a Senior Credit Analyst for its London based European Headquarters.

The position will involve the following:-

- analysis and assessment of worldwide counterparties
- monitoring and control of counterparty exposures
- managing the commodity risk profile of the Company's counterparties in conjunction with traders and the commodity risk management team

The role is ideally suited to individuals of graduate calibre who will have received formal credit training and the benefit of at least 5 years' experience, particularly in the analysis of European corporates. Exposure to the assessment and management of derivative and structured transaction risk would be an advantage.

The successful candidate would be involved in regular communication both internally with the company's traders and externally with its trading counterparties. Therefore, a high level of interpersonal and communication skills, both written and oral, is required. An enthusiastic team player is required.

A highly competitive remuneration package will be offered to the successful candidate, including a good basic salary and performance related bonus.

Please send a fully curriculum vitae to: Box A5879, Financial Times, One Southwark Bridge, London SE1 9HL

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US Equity Sales

We are looking for a US Equity Salesperson to service our German client base. The candidate should be fluent in German and English and have been educated to a graduate level. Some experience in the financial world would be an advantage.

We will offer a competitive salary and excellent working conditions in an experienced team.

If you wish to be considered for this opportunity you should send your CV:

Jackie Burke,
Smith Barney Europe Ltd.,
3 Lombard Street, London EC3V 9AA

ASSET MANAGEMENT - SENIOR TRADER

The Asset Management operations of a newly formed investment management house seeks a senior trader to augment its existing team, as a risk manager for fixed income portfolios.

The successful candidate, aged 25-35, will have spent at least 3-5 years in Proprietary Trading at a major investment bank; being exposed to fixed income and foreign exchange risk taking in both the cash and derivative markets. Proven experience and up-to-date knowledge in all current methods of measuring risk are a pre-requisite as is the ability to demonstrate competent quantitative skills. Strong academic qualifications are required to PhD level. Fluency in either Japanese or Chinese is desirable. Salary will be according to age and experience.

Write to Box A5875, Financial Times,
One Southwark Bridge, London SE1 9HL

EDITOR

FINANCE AND ECONOMICS

The Economist is seeking an editor for its Finance and Economics section. This is a senior job for a journalist with a strong understanding of economics and of the workings of financial markets. The section editor must inspire and lead an international team of writers, as well as handling the commissioning and editing of stories.

The job is based in London, and commands excellent pay and conditions. Applications to The Editor, at the address below, by June 28th.

THE ECONOMIST NEWSPAPER,
25 ST JAMES'S STREET,
LONDON SW1A 1HG.

Portfolio Manager (Far East)

Based near London Bridge

United Friendly Asset Management is seeking to appoint a Manager for its Far East (including Japan) portfolio to maintain their record of above-average performance.

Reporting directly to the Investment Manager, you will be responsible for the general management and performance of the Far Eastern equity portfolio valued in total at £300m. You will also be expected to participate in the overall tactical asset allocation process for the funds under management (currently in excess of £3 billion).

United friendly
PERSONNEL

A leading firm of international stockbrokers, based in the City of London, is seeking to recruit two Sales Executives

to join their rapidly expanding Emerging Markets division, specifically to market Korea, China and Taiwan and India.

Applicants, in addition to being degree qualified, will have a minimum of five years experience in Corporate Finance/Broking, significant knowledge of the financial markets of Korea, Taiwan, Greater China, India and the sub-continent and be fluent in English and the local dialects of the countries that they will be representing. Candidates will have excellent marketing skills and be able to demonstrate the drive and determination to succeed in these fast moving and exciting markets. The salary and an attractive benefits package will be commensurate with the required skills and experience.

Applications should be submitted in writing, enclosing a current CV, to:

Box A5876, Financial Times, One Southwark Bridge, London SE1 9HL

GROUP MANAGING DIRECTOR

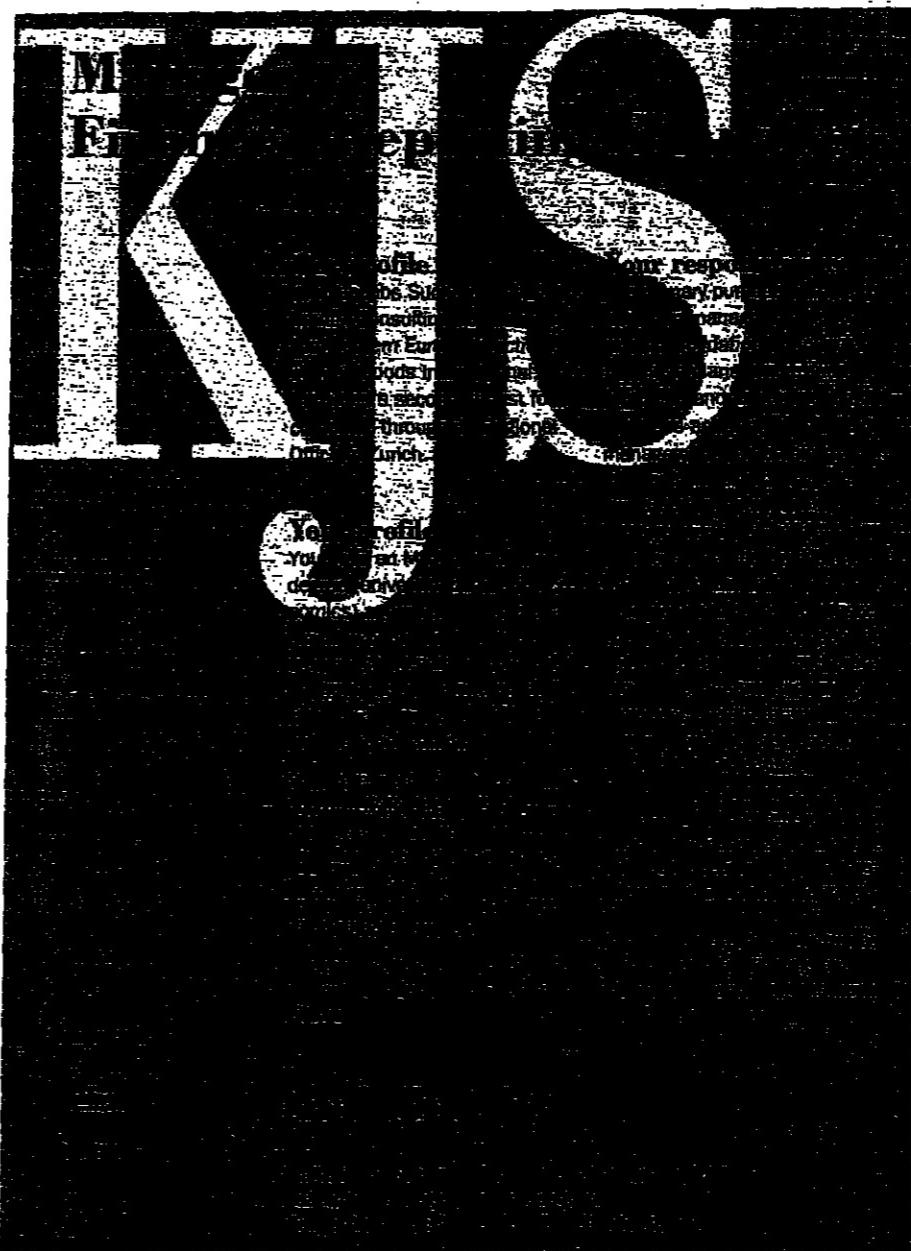
Diversified Group of Companies

Gulf Based

Negotiable Salary

- Our client is a well established and diversified group of companies in the United Arab Emirates. Due to expansion, the Group is now looking for an aggressive, profit-minded and result-oriented individual with proven track record at a senior management level in a similar organisation to manage the Group.
- The Managing Director will work closely with the Chairman and General Managers of the individual companies to ensure the successful operation of the Group.
- The ideal candidate must possess the following:
 - Strong experience in Finance and Marketing.
 - Excellent interpersonal and human resource development skills.
 - Wide knowledge of different business fields (trends, success factors, competitive positioning) with very strong expertise in at least two business areas including high technology.
 - Proven ability to develop and manage business ventures from conception to maturity.
 - Business management and performance measurement skills using modern techniques such as TQM, JIT, Diversified Portfolio Management and Risk and Liquidity Management.
 - Strong strategic planning ability and experience including preparation of strategic plans (vision, mission, objectives and goals) for a diversified group of companies.
- Qualified candidates must have a business degree from a western university at the MBA level and must have a minimum of 15 years experience in management positions.
- Only qualified candidates should forward career details including salary history by 15 June 1996 to Executive Recruitment Division, Ernst & Young, P.O.Box 136, Abu Dhabi, United Arab Emirates, Fax No: +971 2 722968. Only shortlisted candidates will be contacted.

ERNST & YOUNG



MANAGEMENT TRAINEE
Long term development and growth in private limited company expanding in Central London. Individuals aged 25-30 seeking opportunities in financial markets. Potential to progress to senior management with full profit share. Contact:
LEWIS SMITH
0171 240 3310

**APPOINTMENTS
WANTED**

SWITZERLAND
Global Internal Audit
SENIOR FIELD MANAGER
professional with many years varied world leaders experience (banking, service & airline industries). Swiss & Brit. working German & French. Currently travelling 75% for a global company & 25% base work from his own office in Zurich desires a more challenging similar, or a permanent/contract role. Please 0041 (0) 77 782190 anytime

PROFESSIONAL ITALIAN MALE AVAILABLE
with experience in PR, Marketing, Sales and General Management. In-depth knowledge of Italian industry, with many contacts. Ideal candidate for expansion programme in Europe. Please Fax: Francesca Leoneri (Secretary) on 0039 6 4882500

TECHNICAL ANALYST
10 years international experience of global equity, currency, commodity and bond markets. Proprietary analysis/trading systems. Experience blue chip references and forecasting/trading model. Wide experience of asset management industry including sales, marketing and product development - seeks challenging position within dynamic organisation. Tel/Fax: (+44) 1625 566800 Mobile: (+44) 589 101080

INTERNATIONAL M & A
An expanding international firm with offices in ten countries is seeking entrepreneurial M & A professionals, with a minimum 5 year transactions experience, to join our London offices.

Our firm is a leader in mid-market cross border M & A. Please send resume in confidence to Box A5877, Financial Times, One Southwark Bridge, London SE1 9HL to obtain further information.

ACCOUNTANCY APPOINTMENTS

Coopers & Lybrand

Executive Resourcing

Financial Director

For a new type of innovative investment vehicle, a listed, authorised property unit trust which is expected to have significant tax advantages over conventional property companies and could transform property investment in the UK. An exciting opportunity exists to join the small key management team in establishing this new entity and building it into a significant force in the UK investment industry.

Reporting to the Managing Director and managing a small staff you will be responsible for ensuring that an effective accounting organization is developed and maintained for planning and controlling the Trust's operations and that all statutory legal, regulatory and compliance requirements are met. A key component of the role will be maintenance of relationships with the Stock Exchange, IMRO, SIS, the appointed trustee, the sponsor and the unit trust administrators. You will also be responsible for overseeing contracts and agreements with all key parties.

A qualified accountant, preferably chartered, you will have a very strong academic record at least to degree level; post graduate qualifications would be beneficial. You should already have experience of leading the finance function in a substantial financial services organization and will have an in-depth understanding of the Stock Exchange regulations and requirements gained in, or close to, a publicly quoted company. A comprehensive understanding of unit trust regulations will also be very important as will familiarity with securitization. You should also have experience of overseeing compliance under SIS and IMRO. The personality and track record to inspire confidence with City institutions, investors and regulators will be essential.

Please send full personal and cover details, including current remuneration and daytime telephone number, in confidence to E Tomasz Smith, Coopers & Lybrand Executive Resourcing Ltd, 1 Embankment Place, London WC2N 5HN, quoting reference TST183 on both envelope and letter.

FINANCE DIRECTOR

HIGHLY ACQUISITIVE SERVICE SECTOR BUSINESS

LONDON

TO £50,000 + ATTRACTIVE BONUS + BENEFITS PACKAGE

- Young and entrepreneurial company operating within the service sector, has recently secured backing from a major international group to fund its ambitious plans for expansion, which include a tenfold increase in turnover in the next five years.
- Excellent opportunity for commercially orientated accountant to join the senior management team and play a major role in the development of the business.
- Key accountabilities include the introduction of sound financial controls and practices to support the rapid expansion of the business, as well as heavy involvement with acquisitions which form the basis of their strategy for growth.

Please apply in writing quoting reference 1160 with full current salary details to:
Stuart Rydin
Whitehead Selection Limited
11 Hill Street, London W1X 9BB
Tel: 0171 290 2043
<http://www.gmher.co.uk/whitehead>

**Whitehead
SELECTION**
A Whitehead Mann Group PLC company

Group Financial Controller

C£65,000 & Car & Performance Bonus

This client is a very successful international marketing services group which in 5 years has established itself in 15 countries across Europe and Asia/Pacific. Turnover is anticipated to reach over £100 million over the next year with strong demand in many markets underpinning further growth. It is a dynamic and flexible business which is profitable and cash generative.

The Financial Controller will be responsible for a small team at the headquarters in West London and a decentralised accounting/financial control activity in the overseas businesses. Apart from the normal aspects of financial control there is a particular challenge to enhance the financial analysis and management accounting function and to increase participation with line management and the Board with changing business issues.

Applicants must be high achieving qualified accountants who combine strong technical ability with an understanding of commerce and an aptitude for contributing to the life of the business. Several years experience of management involvement in a dynamic, well run, sales orientated international business is very important.

Age guideline - mid 30's upwards.

Please reply in confidence quoting ref L612 to:

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB.
Tel: 0171-240 7805.

Mason Izzard
a Mason & Nurse Associate

Les Echos

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Toby Finden-Crofts
on +44 171 873 3456

Finance Manager

c £40,000 + Relocation

Mars is a world leader in each of its main businesses - branded snack foods, petcare products, manufactured food, electronic automated payment systems and drinks vending.

Much of their success has resulted from original and innovative thinking. Vending machines were first used by Mars to increase the distribution of its confectionery products and this, in turn, led to the need for a reliable coin acceptance mechanism; and so Mars Electronics International (MEI) was born. Over the last twenty-five years, the company has built on its experience in electronics and international currency and now delivers a wide variety of coin, note and card payment solutions to worldwide markets including transport, telecoms, leisure and vending.

Today, all over the world, millions of people take for granted that they can buy products or services around the clock - automatically and reliably; MEI is at the forefront of this technology.

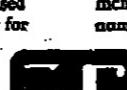
A key opportunity has now arisen. Reporting to a US based Financial Controller, the Finance Manager is responsible for offering commercial support to senior managers within areas such as manufacturing, production

MARS ELECTRONICS INTERNATIONAL

Finance Manager

Michael Page Finance

Specialist in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
Maidenhead Manchester Nottingham St Albans & Worldwide



Please quote reference 294764.

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Competitive packages

As part of one of the world's most powerful professional services firms, our Corporate Finance Team is building an enviable reputation for originating, executing and advising on a number of high profile transactions.

Currently enjoying a period of unrivalled growth, and as part of an ongoing recruitment programme, the practice seeks a number of experienced corporate financiers to meet the increasing demand in the following areas:

Private Company Sector

- To include:
 - Originating, leading and managing all aspects of mergers and acquisitions, refinancings and disposals.
 - Facilitating marketing initiatives, creating and developing close relationships with senior clients.
 - Participating actively in the strategic development of the Corporate Finance Team.

Public Company Sector

- To include:
 - Providing advice to smaller quoted companies on financing, restructuring, contested and friendly takeovers.
 - Maintaining effective links with stockbrokers, fund managers and senior industry figures.
 - Providing strong technical support.
- To take full advantage of the outstanding career development opportunity you should have:
 - A minimum of three years' relevant experience with a merchant bank, stockbroker or similar organisation.
 - An impressive academic background with an MBA, accountancy or legal professional qualification.
 - Strong technical ability combined with a high level of commercial acumen.
 - Excellent communication/presentation skills, with the adaptability and credibility to inspire confidence in clients and colleagues alike.

If you are one of the exceptional people we are looking for please send your CV, together with your current remuneration package to Rebekah Brummell, Ernst & Young, National Human Resources, Luton House, New Fetter Lane, London EC4A 1EU.

ERNST & YOUNG
The United Kingdom arm of Ernst & Young is a member of Ernst & Young International

Senior Internal Auditor

- LONG TERM CAREER PROSPECTS
- INTERNATIONAL RESPONSIBILITIES
- MULTINATIONAL INTEGRATION CHALLENGES
- FRANKFURT BASED

Elsag Bailey
Process Automation

The recent union of Elsag Bailey and Hartmann & Braun has created a global automation company with revenues of nearly \$2 billion. The new company offers a comprehensive portfolio of distributed control systems, process instrumentation, analytical products and professional services. Operating units are located in 25 countries with over 12,000 employees worldwide.

A significant international career opportunity exists for a Senior Internal Auditor covering business units throughout Germany and some other European countries.

Based in Frankfurt and reporting to the head of Corporate Audit this position will plan, implement and report on both financial and operational reviews. In addition to helping develop departmental strategy the position will add value to a complex business operating in a highly competitive environment.

Successful performances in this key role will result in rapid career progression within either the audit function or line management.

Candidates will have a professional qualification and must have fluent written/spoken German/English. A background in a major public accounting firm is essential with a minimum of 4 years experience. Preference will be given to candidates experienced in auditing complex computer systems and manufacturing/technology operations who have demonstrated the ability to bring benefit to the business. There will be a requirement for 50% business travel.

A competitive German remuneration package will be offered with relocation assistance to Frankfurt if necessary.

Please mail or fax a comprehensive CV and details of present compensation to: Martin Carlisle, European HR Director, c/o Hartmann & Braun (UK) Ltd, Moulton Park, Northampton NN3 6TF, England. Fax: 01604 671284.

Financial Accountant

Germany

110 - 140,000DM

Our client is a major international group and one of Britain's foremost industrial companies, developing and manufacturing a wide range of advanced and high technology products. With a turnover of approximately £1.5 billion, it employs around 17,000 people worldwide and has major plants in the UK, North and South America, Continental Europe and Asia/Pacific. Highly acquisitive, the company is committed to achieving technological leadership in all of its core markets.

An opportunity for an outstanding finance professional has arisen in a subsidiary based near Dortmund, Germany. Reporting to the Financial Controller of this £100 million turnover business, the role will encompass full functional responsibility with particular emphasis on the development of financial systems and management reporting. There will be a high degree of

commercial and operational involvement.

This is a 'hands-on' and highly influential role and will be of particular interest to those seeking a stepping stone to their first Financial Controllership/Directorship. The successful candidate will be an ambitious self-starter with strong interpersonal and organisational skills. Additionally, the role carries strong prospects for progression either in Germany or elsewhere in the group, including the UK. Naturally, a firm grasp of the German language and taxation system is a pre-requisite.

Interested candidates should apply in writing quoting reference 288494 and enclosing a full CV (including telephone number and details of present

remuneration) to Stephen Wilson,
Michael Page International, The Citadel,
190 Corporation Street, Birmingham B4 6QD.

MP
Michael Page International
International Recruitment Consultants
London Paris Amsterdam Dusseldorf Frankfurt Hong Kong Sydney



GE Lighting Europe

European Finance Manager

Budapest

\$ Excellent Package

GE Lighting has taken aggressive steps to globalise and enhance its world position which has resulted in it becoming one of the major leaders in the lighting industry in Europe. Its European operations now employ over 12,000 people across 13 manufacturing sites in Hungary, Germany, the UK, Italy and Turkey, and produce over 800 million lamps a year.

As a result of internal promotion, it now seeks to recruit a European Finance Manager to be responsible for all its manufacturing and distribution operations. Reporting to the CFO and the VP-Manufacturing and Operations, the role will encompass a broad range of financial and operational issues. As well as ensuring that all reporting requirements are adhered to, there is a heavy emphasis on financial analysis of variances and trends. Of equal importance will be responsibility for manufacturing operations and logistics covering areas such as cost reduction, pricing issues, union negotiations, strategic planning and special projects. A critical area will be to lead process improvement and change.

The seniority and breadth of this role means that the person specification is exceptionally high. With a background in manufacturing gained within an international company, you will have strong technical skills, hands-on experience of operations and logistics and the ability to manage change. Preferably an MBA graduate, you will have a proven track record in finance at a senior level. You will also possess excellent interpersonal skills, be self confident, a team player and have above average organisational skills. Any relevant language ability would be an advantage, although not essential. For the right person this position offers a highly competitive remuneration package plus excellent career prospects within a global company.

Interested candidates should forward a comprehensive CV, stating a daytime telephone number and current remuneration, and quoting reference number 294163, in strictest confidence, to Hugh Everard, Director at Michael Page Eastern Europe, Page House, 39-41 Parker Street, London WC2B 5LH, England, or fax +44 (0) 171 404 6370.

Michael Page Eastern Europe
International Recruitment Consultants

INTERNATIONAL AUDIT MANAGER

The Client

This long established multinational bank, is pre-eminent in the Gulf region. It has consistently demonstrated sustained growth and is committed to investing in cutting edge technology and developing the latest banking products. A strong Anglo-American culture has ensured the successful development of services within treasury, corporate, retail and investment banking.

The Role

Reporting directly to the Head of Audit, the incumbent would take full responsibility for co-ordinating and carrying out the audits of all offices outside the domestic audit team's remit. The brief will be to work closely with senior management to improve the bank's internal controls and risk management systems. Based in the Gulf, the role will involve substantial amounts of international travel to the UK, America, Europe, the Far East and Middle East.

The Candidate

You will be a qualified accountant with at least four years post qualification experience gained within a banking environment or with a financial services client base. Due to the high profile nature of the role, it is critical that applicants have the ability to influence change at the highest levels, be credible when dealing with senior management and be technically up-to-date with the latest developments within the banking world. You must be comfortable with relocation to the Middle East and significant international travel.

£60,000**+ expatriate package****Gulf Region with substantial travel**

Please forward your CV in the strictest confidence to Jonathan Gill at Douglas Llambias Associates, 10 Bedford Street, London WC2E 9HE, telephone on 0171 420 8000 (evening/weekends 0181 987 8860) or fax 0171 379 4820



DOUGLAS LLAMBIA'S ASSOCIATES
RECRUITMENT CONSULTANTS

FINANCIAL ACCOUNTING MANAGER

Oil and Gas E&P and Service Company

Our client is a highly successful business, based in Central London and operating internationally. Continued expansion, both by acquisition of new acreage and through joint ventures, has led to a structural review of the finance and accounting functions. The result is a requirement for a Financial Accounting Manager to:

- Develop appropriate accounting and management reporting systems
- Implement effective controls and procedures across the company's operations
- Deliver timely and accurate, statutory, financial and management information
- Build and promote personal and professional relationships with senior colleagues internally and with banks, auditors and other advisors externally

Central London
To £52,000 plus
exceptional
benefits package

A qualified accountant, preferably ACA/CA with a degree, you will have 10-15 years' oil and gas experience, some having been gained outside the UK. A communicator and an achiever, with strongly developed commercial skills, you will have proven your ability to work to tight time deadlines and to add value to business through your relationship-building skills. The proposed terms of employment reflect our client's commitment to excellence and, because of the urgent nature of the appointment, initial selection interviews will take place in the next 4 weeks.

Interested candidates should write with full CV, quoting current rewards package to Richard Roberts, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HRR/422/FT.

Hoggett Bowers

EXECUTIVE SEARCH & SELECTION

THE P&G GROUP



ASSISTANT TREASURER

Ambitious, technically strong, Treasury professional of the highest calibre to build a career in a major Group with substantial overseas interests

Up to £45,000, car + exceptional benefits

Thames Valley

The continuing growth of this major multi-national is reflected in the development of its Treasury function over the last few years. This has been marked by a professional, forward thinking and highly successful approach to the funding of the group, by careful management of interest rate exposures, and by assiduous stewardship of the funds committed to many overseas interests. The Treasurer is now looking for a high calibre specialist to work closely with him on all these tasks. The appointee will also be involved in regular reporting and forecasting, some back-up dealing, and ad hoc projects; the department is too small for lines of demarcation, and the ability to work as part of a team is essential. Candidates should be graduates (inmate numeracy is more important than degree discipline) and qualified accountants who have already demonstrated the interest and ability to have achieved, or to be on the way to achieving, ACT qualification. They must have several years' hands-on Treasury experience, with either a major corporate, a bank or a consultancy, and this background should have developed strengths in bank relationship management, strong negotiating skills, an understanding of relevant tax issues, a working knowledge of Commercial Paper and an ability to use IT which goes beyond mere literacy. An understanding of overseas treasury work will be particularly valuable. Please send full career details, quoting reference WE 6069 on both letter and envelope, to Terry Ward, Ward Executive Limited, 4-6 George Street, Richmond-upon-Thames, Surrey TW9 1JY.

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General Electric is one of the world's most successful, most profitable and fastest growing companies. In 1995 revenues were up 17% to \$70 billion and the company maintained its record streak of dividend increases. GE's business interests are diverse and its approach to growth is ground-breaking. Through direct investment, strategic alliances, joint ventures and partnerships, GE now employs 50,000 people in over 75 European locations, generating \$14 billion revenues. At the leading edge of European technology development, rapid growth continues organically and through acquisitions - GE aims to double its turnover in Europe by the year 2000.

This dynamic growth fuels a need for a number of Business Analysts to join GE businesses in locations throughout Europe. Assisting Vice-Presidents or Chief Financial Officers, the roles will involve exposure to all areas of business finance. Projects will vary depending on the key issues facing particular businesses, which range from medical equipment to plastics, financial services to turbines. Analysts work cross-functionally on a variety of challenging financial assignments, for example looking at quality and marketing issues, taxation, analysis of business flows and working capital. Supporting GE's acquisitive process, Analysts are also involved in due diligence and integration reviews.



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Oil and Gas E&P and Service Company

Our client is a highly successful business, based in Central London and operating internationally. Continued expansion, both by acquisition of new acreage and through joint ventures, has led to a structural review of the finance and accounting functions. The result is a requirement for a Senior Joint Venture Accountant to:

- Develop and install systems and procedures to meet field and operational needs
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- Coordinate and be responsible for all international JV accounting
- Represent the company's interests as operator in commercial, procedural and technical negotiations with partners and other third parties

An experienced professional, with a recognised accounting qualification, probably ACMA, you will have 8+ years' oil and gas experience and be able to show us a track record of success in international joint ventures. Culturally aware and commercially adept, you will be able to lead and gain advantage for the client's involvement in JVAs, JOAs and other financial aspects of substantial JVs, often working against tight time and pressure constraints. This is an urgent appointment so initial interviews must take place in the next 4 weeks.

Interested candidates should write with full CV, quoting current rewards package to Richard Roberts, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HRR/422/FT.

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This position offers a tremendous opportunity and the chance to develop your career in a rapidly growing business operation.

Please forward your CV, quoting reference number FT 3004 to ANTAL POLAND: Ul. Nowogrodzka 42 m 15, 00 - 605 Warsaw, Tel: 022 - 629 00 50, Fax: 022 - 621 53 25.
ANTAL UK: Antal International, 8 Africa Close, 116 Newby Bridge Road, London SW15 2WQ, UK.
Tel: +44 (0) 151 874 2744, Fax: +44 (0) 151 871 2211.

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Finance Professionals - can you meet the challenge?

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Equally important to an excellent CV and great testimonials, is your personality.

For us, this means plenty of energy, and the ability to work in a fast moving and sometimes unorthodox environment. We always look for people who look at problems from a variety of angles.

Founded in 1978, Diesel is a young and modern international company. Today, we are the world's fastest growing jeans company with an annual Group turnover in excess of £300 million, distributed outlets in over 70 countries and, more importantly, a deep rooted philosophy that work should be fun.

That's why we at Diesel take your qualifications as read, but place greater emphasis on your personality.

Due to internal promotion, we are now looking for a Finance Director Designate for our recently created subsidiary of Diesel based in London. The UK is a very special market that we are committed to invest and grow further in the next few years.

You will assume responsibility for the finance function, implementation of systems (with consultants), profit and loss projections, corporate strategy and generally acting as the Managing Director's 'right hand' person. You will, in addition, take responsibility for the Warehouse and Customer Service Managers.

To be successful you will be a qualified finance professional with between 2 and 5 years PQE, and possess proven leadership. You will also need something that your track record can't show: Let's put it this way, we don't employ sheep.

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For this project we're working together with the Search & Selection firm Nicholson International. If you're ready for Diesel, send your CV along with a covering letter to Andrew Livesey, Bracton House, 36 High Holborn, London WC1V 6AS, or alternatively fax your details on 0171 404 8128.



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Harvey Nash Plc is acknowledged as the UK's fastest growing Executive Search & Selection Group. With a turnover in excess of £22 million for 1995 and new offices opening in Europe, it is committed to further growth based upon exceptional client service. Its Finance Team now requires exceptional individuals to help accelerate this growth still further.

Based out of their prestige West End offices, the Finance Team conducts assignments at middle and senior management level within commerce and industry, management consultancy and financial services clients.

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 • Enjoy operating in a meritocratic and supportive culture where you will be expected to multi-task effectively in a rapidly changing environment.
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If you believe you have the necessary combination of expertise, track record, client focus and determination to succeed in these positions, then please write enclosing an up-to-date curriculum vitae and daytime telephone number to Harvey Nash Plc, 13 Braxton Street, London W1X 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032.) Please quote reference HNF142.

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Finance Director Designate

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This role is seen to be one of the key financial executive positions within the group both now and in the future.

The successful candidate will be a person who has drive, assertion and the ability to communicate with others in a logical manner.

The environment is prone to variety and change but the person fulfilling the role should be prepared to work within the defined parameters of the organisation and not be afraid of a genuine hands-on role to achieve regular and project driven deadlines. A friendly approach and the ability to influence and persuade others are important to the function. The person should be self-starting, imaginative, enthusiastic, logical, systematic and precise.

The successful candidate is likely to be a qualified accountant with several years experience gained post qualification. Relevant industry experience and familiarity with the leasing industry would be advantageous. The role offers an excellent remuneration package.

Interested candidates should write enclosing their CV to: The Personnel Manager, PO Box 1000, Financial Times, One Southwark Bridge, London SE1 9RL.

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Aged mid 20s to mid 30s, you will be a qualified Accountant - preferably CIMA/ACMA - with the ability and willingness to communicate at all levels, from shop floor to Board of Directors, in addition to working closely with Operations Management.

This is an opportunity to join a company with a reputation for excellence, where considerable emphasis is also placed upon personal development.

Other rewards include excellent pension scheme, private mileage, free family BUPA, five weeks' holiday and generous relocation package to this beautiful part of the country.

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Able to hire, retain, motivate and manage teams of specialist staff and create new processes and controls.

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Experience of working within corporate taxation and treasury for a multinational entity.

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Attributes:

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- Fully-conversant at dealing with/ persuading senior executives.
- Experienced at international business (cross time-zone) and willing to continue.
- Charismatic.
- Determined.
- Energetic and physically fit.
- Ideally possessing fluency in one or more foreign languages.
- Commercial orientation - comfortable to be 'out in front'.

Education/Qualifications:

Ideally a good first degree with appropriate professional qualifications (M/A/C/CA preferred).

Profile:

- Probably aged between 30 - 45.
- Possibly working at a bank, technology provider or consultancy.
- Possibly already held/holding a post as an F.O. or a Business Unit Finance Manager.



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Application Process:
 Please send a detailed CV including full details of your present remuneration to Georgia Grant at Corporate Executive Search, Kings Court, 35 King Street, Covent Garden, London WC2B 8PD. Tel: 0171 377 4432.

The E-mail address is corporateexecutivesearch@carberry.co.uk. For telephone enquiries call 0171 249 7516.

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The company seeks to attract an outstanding individual as Chief Financial Officer, based in Manhattan. Ideal candidates will be of graduate calibre and will be ACA or ACMA qualified, possibly with an MBA. It is likely that they will have 7-15 years' post-qualification experience, ideally in Finance Director positions, in dynamic companies going through growth and change.

The key factors determining success in this role will be intelligence, energy, drive and enthusiasm. The company seeks to create value for shareholders and is looking for an individual who shares a vision of growth.

To apply for this challenging role, please forward your c.v., quoting

Ref: CFO/2510, to Miller Leake Advertising,
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Telephone enquiries cannot be accepted.

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This role involves daily liaison with product heads and traders, plus close co-operation with the Equities business analysis team.

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RECRUITERS
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MANAGEMENT

When I arrived as a guest at Insead's Owner-Directors' programme I had expected the ice to take some time to melt. I had anticipated a degree of scepticism about the teaching of entrepreneurship after talking to businessmen in the UK who denied the need for courses because they ran their businesses "instinctively".

I was wrong on both counts. Even before the first lunch was over, the entrepreneurs were displaying a willingness to share their problems and learn by their mistakes.

One was struggling with the issue of how to divorce a business partner who was not pulling his weight. Another was wondering how to provide incentives to top management. A third was troubled as to how he could disengage from operational responsibilities and take a more strategic view of the business.

A fourth was unclear whether to take on a non-executive director.

The Owner-Directors' Programme is designed for entrepreneurs who are expanding their businesses and want to grow them some more but who recognise that there are obstacles which they need to negotiate at the different stages of growth.

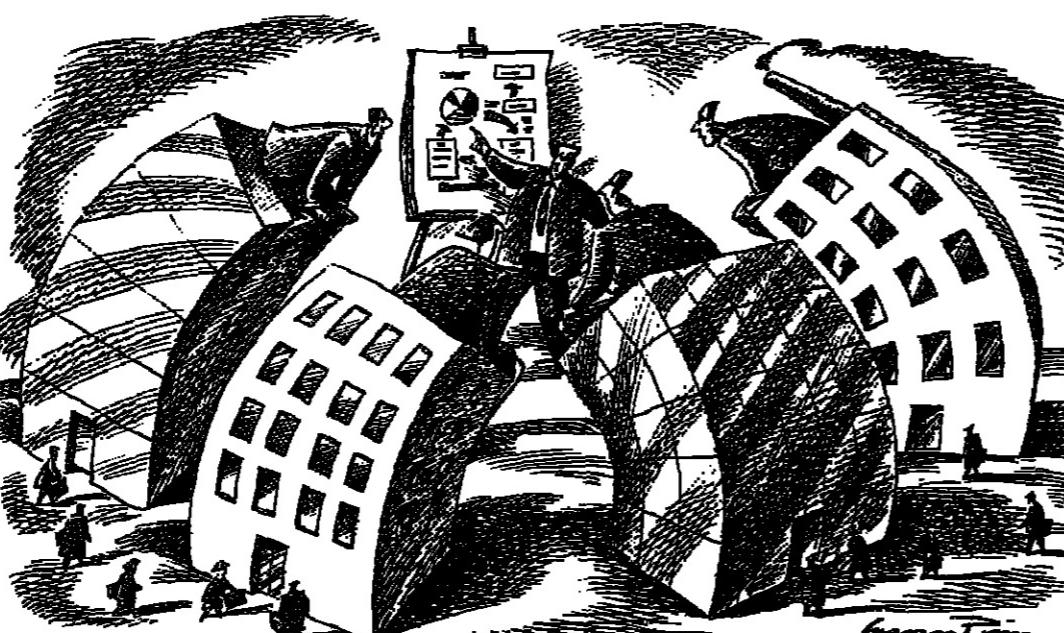
It is held in two separate seven-day sessions each year at the international business school's leafy Fontainebleau campus outside Paris. Sponsored by Ernst Young, the accounting firm, and Glade Investments, the Dutch-based venture capital company, it is one of the most compact courses provided by any business school for entrepreneurs, most of whom can spare little time from their businesses.

My 20 classmates were from many backgrounds. They owned businesses that invested in Czech property, distributed books and fast-moving consumer goods in Ireland, managed forestry for UK utilities, stocked steel in Zimbabwe, distributed and integrated software in the UK, designed and built satellite telephones in Denmark, and supplied paints and coatings for the world's ships from a base in Greece. But discussion of their common concerns created a bond that crossed national or sectoral differences.

Then there were the formal classes. Structured around case studies prepared the night before, the professors drew the participants into animated discussions based on entrepreneurs' own experiences. When the probing led to admissions of imperfect strategic thinking, unpolished negotiating skills or questionable costing procedures, the lesson was all the more powerful.

It was also harder work than many will have remembered since university days as this diary extract suggests.

Sunday. The programme starts after lunch with entrepreneurial



Richard Gourlay spends a week at Insead and finds out what it offers entrepreneurs

Lessons from the forest

management and the early days of Virgin Atlantic Airways. It focuses on founder Richard Branson's use of a low-cost entry route (leased aeroplanes), low-cost promotion (PR), and the value of creating loyalty (cheap salaries).

Bon Mots: Prof Dan Muzyka considers the day: think how you use strategy but also think how your competitor thinks about strategy.

Monday. We dive into competitive growth strategy based around Canon's capture of the photocopier market from Xerox. There is much hilarity when one classmate, now a directories publisher in London, recounts how he was in Xerox's strategic analysis department in London at the time Canon was devouring its market. A parting of the ways allowed him to start his own business. Neil Churchill, professor of entrepreneurship, addresses the idea of bootstrapping - growing a company with no cash. We are introduced to the way the maximum financeable rate of growth (Mifrog) of a company can be increased through better working capital control.

Bon Mots: If you run the risk of growing too quickly, never attempt to control sales by any means other than increasing prices.

Tuesday. We look at the management of entrepreneurial resources - cash and people. The session stresses the need to delegate responsibility while maintaining a grip through strong management controls.

We move to a session on negotiation. Prof Ingemar Dierickx says the first objective should be to find out the other party's intentions, their limit (the point of indifference between concluding and not concluding a deal), their targets, alternatives and the extent of their knowledge. In the coffee break I call my builder and contravene almost every rule.

Wednesday. Deigan Morris, professor of accounting, utters a heresy for the financial accountants present. Five hundred years of double entry book-keeping, begun by Venetian monk Luca Pacioli, has provided managers with a discipline that may reflect historical events,

he says. But this information is useless, even dangerous, when used to manage the future of a business. There follows a demonstration of the dangers of incorrectly allocating all central overhead costs to operating divisions. Of course, the class all know this. But many, perhaps most, are still breaking Morris's golden rule in their businesses by loading inappropriate overheads on to profit centres.

Bon Mots: Often when managers invoke "strategy" they mean "I'm going to lose a packet but I want to do it anyway" - Deigan Morris.

Thursday. More management accounting, more misallocation of costs leading to more absurd decisions. Some customers, for example, demand a lot of attention and thus raise the overall marketing and support costs. If this cost is spread evenly across all customers, the most demanding clients will appear most profitable and therefore receive privileged attention. Thus begins "the doom loop" - more concentration on the most demanding customers.

Morris warns there will be opposition to these ideas because customers and products thought to be profitable will be revealed to be making losses and areas of the business thought to be cheap will turn out to be expensive.

Another session on negotiation focusing on how to avoid negotiations in which no one wins.

Bon Mots: Dierickx says successful negotiators must practise the noble art of losing face often, early and decisively. If this is forgotten, people faced with losing face or losing money will choose to lose money.

Friday. Thursday's dinner, a boisterous banquet, has taken its toll. Walking into class late I am prepared to "lose face decisively" only to discover a sea of similarly penitent faces. Larry Weiss, professor of financial accounting, gamely performs the impossible task of making financial ratios appealing. But our liquidity ratios are wrong and we fail the acid test.

Moving to key account management, Prof Charles Waldman's session highlights the importance of finding ways to differentiate products and demonstrates the impact on profitability derived from retaining customer loyalty.

Bon Mots: Quality of market share deserves as much attention as quantity of market share. The best customers should be those which through profitability or other measures deserve most special attention - not those that are necessarily the biggest ones.

Saturday morning. Another session on competitive growth strategy that revolves around pricing. Muzyka promises that if any of the entrepreneurs use their costs as a basis on which to set pricing (as opposed to an assessment of what the market will bear) he will "personally haunt their dreams".

The Owner-Directors' Programme clearly generated a wealth of ideas. Participants contacted a week after the course said their heads were still buzzing and that some of the simpler ideas were already being implemented.

Tony de Lacy, managing director of a 1520m distributor in Dublin described the week as a business retreat. "Being the managing director can be quite lonely and this gave me a real opportunity to talk to people who were in the same world," he said.

The test is whether the energy of the course will be translated into action - whether, as Muzyka says, the entrepreneurs will go back to their businesses and "pull the big levers". Time will tell. But by the time some participants are running out of steam or have run into the inevitable problems in carrying their colleagues with them, it will be time to recharge in the course's second week in October.

Food industry's healthy debate

Alison Maitland on criticism of the latest UK campaign

Needs of a £20m marketing and advertising campaign by the UK food industry to persuade consumers that British food is safe and healthy has run into criticism from industry observers and consumer groups.

Verner Wheelock, visiting professor of food science at Nottingham University and an industry consultant, says the campaign is "a complete waste of time".

Food scares like the beef crisis will continue to plague Britain until the industry adopts a positive approach to health issues, he argues.

He cites manufacturers' reluctance to cut salt in processed foods or to add folic acid to products for pregnant women to help prevent birth defects as examples of the industry missing the chance to improve its image.

The National Consumer Council agrees that "the food industry is reluctant to take the bull by the horns and lead on health issues".

Carmen Taboos, food policy officer, says the campaign appears to miss the broader questions raised by recent food scares about whether health problems are caused partly by production methods such as intensive farming. "It's intensive food production which concerns consumer groups, and whether the new technologies are safe," she says.

John Young of the independent Leatherhead Food Research Association believes the advertising campaign "won't make a jot of difference" because so many food scares are rapidly over. He suggests the campaign could even create unnecessary doubt in people's minds about safety. "I'm not so sure the consumer has a perception of poor quality of food anyway."

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Wheelock's work reflects his interest in health issues. One of his consultancies is with Kline, a Scottish company that produces LoSalt, a salt substitute, and he is working for J. Sainsbury on developing "healthy" products.

He says the government declined to accept a recommendation from its own medical advisers 18 months ago that average sodium intake should be cut by 30 per cent. There were "strong suspicions this was under pressure from the food industry".

"With something like salt, it wouldn't be all that difficult for (the industry) to make some reduction across the board," he says. "They would have had a very positive story to put across about how they're seriously concerned about the health of the nation and are taking action to make a genuine contribution."

Wheelock says Heinz has gradually reduced salt in some of its products, testing this on consumer panels to find out when people taste the difference. "But rather than being positive, most of the industry has been very negative, trying to pick holes in the scientific evidence."

Fortifying flour with folic acid - important in preventing spina bifida in babies - is seen by some specialists as a helpful way of ensuring all women have enough in their diets.

Wheelock says this is an "ideal opportunity" for the bread industry. But the Federation of Bakers told a meeting last year that bakers would not welcome having to add folic acid to bread for the sake of a small proportion of women.

Supermarkets, which have to deal with consumers face-to-face, are very responsive to food scares. Young points out.

But trivialising on health issues can backfire for manufacturers. He cites the case of MD Foods of Denmark, which ran into trouble with the Advertising Standards Authority over its claim that its Gail yoghurt could cut cholesterol levels.

The ASA said this week that the strength of health claims made for some "functional" foods had begun "to raise complaints as well as eyebrows".

IT Appointments

City



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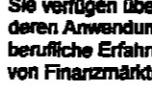
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ARTS

Buchanan: Man of the Match

Lynn MacRitchie finds football kicked off field into a Manchester art gallery

Arms behind their backs, the men in the photographs stare straight ahead. Their faces all wear the same expression – a little basiful, certainly, but also proud, proud to be having their pictures taken in the colours of their teams. For they are wearing football shirts, striped either red and black or blue and black, the colours of AC Milan and Inter Milan.

These players, however, are with neither of the great Italian sides. They are all amateurs, enthusiasts who spend their evenings and weekends playing with the local teams which gather on the municipal pitches of Glasgow, home town of artist Roderick Buchanan, who snapped them there in their borrowed colours.

"Work in Progress, 1993-94, one of the works to be seen in *Offside! Contemporary Artists and Football* at Manchester City Art Galleries, consists of 30 of these individual colour portraits. That is all. The concept is minimal – just rows of simple photographs, rows of faces, rows of red and black and blue and black stripes. And, as with most minimalist art, it is necessary to read the captions, to have the

information that these men are not what they seem, in order to fully understand the work.

This sort of device can be irritating, the conceit interesting for a moment and then quickly fades. But Buchanan's piece does not fade. Looking at the photos, the faces

transported from game to game in an old van converted into a photographer's studio. He knows that, in their Milan dreams, when they kick the ball, they kick it as stars. All this can be seen at a glance, and understood: Buchanan's work has the quality of all good art, transcending its subject to speak directly to the viewer.

The reason for this may be found in the artist's personal involvement with football. "I never watched football until I was about 18," he told me. "I was always too busy playing it." Demand for his schoolboy playing skills meant that Saturdays often found him taking part in up to three separate games on those same municipal pitches which also form the subject of his second piece in the show, "Ten in a Million."

This consists of videos of local pitches

in Manchester, Glasgow, Budapest and Nantes, shot by turning the camera through 360 degrees on the centre spot. Again the concept is minimal, but the technique allows the viewer to set the pitch and its surroundings as the players would see it, the scruffy surface, the views of drab housing or traffic roaring by next to scrubby trees, all looking remarkably similar despite their different settings. The ordinariness of the scene makes the sense of aspiration more palpable.

Like Buchanan, Mark Wallinger has been working with the subject of football for a number of years. Here, in two works created specially for the show, he puns on football names and terms to make larger, more universal points. "Man

United" is a giant football scarf, twisting down from the ceiling in a parody of the DNA spiral which forms the motif of its red and black pattern.

In "v", he has traced photographs from the sports pages of players engaged in struggle for possession of the ball, and left out the ball. Its omission emphasises the extraordinary contortions of the men's bodies, the black and blue tracings transforming the original images into an almost academic statement about the human body in motion, the painstaking cross hatching echoing the painful efforts of the players. Both pieces succeed, their punning titles emphasising their larger frame of reference.

As in all such themed shows, some of the work convinces and some does not. The work which succeeds always feels authentic, as if it is what the artists

would have been doing anyway, while the rest has a tag-along quality, giving foot-ball a go just for the sake of it. Gabriel Kuri heaps up coconuts and yellow balls. Freddy Contreras stirs Vivienne Westwood shoes with spikes – ouch – while Nick Waplington messes around with football cards, creating blown-up photo portraits of Cantona, Ginoza, Rosler and Kingsman which cruelly emphasise their every blemish to no understandable effect except to upset true fans.

Much more successful is the 90 minute video by Martin Vincent and David Macintosh "Bundesliga" (One World Cup and Two World Wars) which records a journey made to film the outside of the grounds of every club in the German first division. A near miss.

But for me, there was no doubt about it – Buchanan, who gave minimalism a heart to wear on the sleeve of its football strip, was indisputably Man of the Match.

Offside! Contemporary Artists and Football, Manchester City Art Galleries, Moseley Street, Manchester, until September 1. Organised in collaboration with the Institute of International Visual Arts.

Theatre/Alastair Macaulay

Wild Honey

Just as Jane Austen wrote too few novels, so Chekhov wrote too few full-evening plays. Michael Frayn's *Wild Honey*, however, (1984) is the next best thing. Frayn took it from *Platonov*, the sprawling great play that was discovered in a bank year after Chekhov's death, unperformed in his lifetime, about six hours in its entirety. Frayn pruned it, adapted it, made it stageworthy. The original production, directed by Christopher Morahan and led by Ian McKellen, was triumph at the National Theatre.

The play is deeply Chekhovian in its drastic, even seamless, changes of emotion, in its moment-by-moment conjunction of tragic and comic views of life, and in the intense irony with which it shows how people can never control the events of their own lives. Of its four acts, the third and fourth, in particular, blend crazy farce with bleak despair in ways that are astonishing even after acquaintance of Chekhov's other work. Women keep tumbling demandingly into Platonov's arms, with him perpetually trying to keep each of them out of the way of the others, much as women do into Garry's in Noel Coward's *Present Laughter* – but both Platonov and they express a bleakness and violence of emotion that make this farce extraordinarily complex. The audience always wants to know what will happen next, but even more absorbing than the plot is what is happening in these characters' minds. Everyone onstage is an only too human symptom of the Russian provincial sense of the futility of life; Platonov and several other characters are staggering examples of the prevalence of alcoholism in Russia; and the most pathetic and hopeless characters are also the most attractive.

Back in 1983, when Alan Ayckbourn first announced plans for his new Stephen Joseph Theatre-in-the-Round in Scarborough, he expressed his plans to stage "the Chekhov cycle" in it; and the technical capacities of the new theatre might, conceivably, enable him one day to present all the major Chekhov plays in repertory. (The new theatre, after this first year of settling in, will start to present plays alternating in repertory next year.) It is curious, and good, that he has chosen *Wild Honey* as the first to direct in his new home. He takes it at a spanking lick. As a result, though there is too little sense of provincial enigma and something seems to be happening in every single moment, the giddiness of the farce works extremely well. And no director-playwright today could better relish the way that the comic situations in Chekhov's play keep

rattling out of comedy and out of control. There are some especially fine moments in this production. The very start of Act Two, as the horse thief Osip recalls how once he came upon Anna Petrovna standing in the river, and how he kissed her, is beautifully played by Albie Woodington; his reminiscence, with its fervour of sincere desire, darkens the whole mood of the play. Michael Carty has the physical radiance and the slightly precious sophistication of Sofya, Sergey Voynitzky's young wife and one of the women in Platonov's life. Simon Courcy finely judges the ironic mixture of courteous affability and shockingly unprofessional concern of Doctor Trifletsky. His scene of drunken incapacity, while news comes of a dying patient whom he is in no condition to help, is in its funny/horrid way, one of the play's most ironic episodes. Richard Derrington cannot manage all of Platonov's difficult switches between suicidal despair and endearing helplessness; but he has his hopelessness and charm. Only Joanna van Gysghem is altogether too superficial as Anna Petrovna – the most independent, vital, and unusual of Platonov's female admirers. The rather silly kind of heartiness that van Gysghem finds in this character might work well in one of Ayckbourn's own plays, but Chekhov's characterisation needs more elegance and, in particular, a more elegant and, in particular, a more from-within quality.

It is good to see a play so alive as this played in the round, and good to see how Ayckbourn's new theatre only builds on the strengths of the old one. The stage area is the same, the audience area larger by a third, the technical features much improved. Areas front-of-house and backstage are all transformed. The former Odeon building, on whose opening last month Ian Shuttleworth reported on this page, also houses a new, second theatre – the McCarthy, where Alan Bennett's *Forty Years On* is now playing to 97 per cent capacity – and a cinema, which is expected to open in the next few weeks. One can now catch two plays in the two different theatres on consecutive nights; next year, when the repertory system commences in the Stephen Joseph Theatre, one will be able to see three plays on consecutive nights there. I hope to do so at the earliest opportunity. The news has it that Bulgarian footballers have rejected Scarborough; but for theatre-goers it looks more attractive than ever.

Stephen Joseph Theatre, Scarborough.



Richard Derrington (top) and David Timson in Alan Ayckbourn's new production

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERT
Koninklijk Theater Carré
Tel: 31-20-6226177

► Schoenberg Ensemble: with conductor Reinbert de Leeuw and the Nederlandse Kamerkoor perform works by Kagel, Boulez, Mason and Kurtág. 8.15pm; Jun 17

EXHIBITION
Van Gogh Museum
Tel: 31-20-5705200
Van Gogh drawings, part I: each summer for the next four years the Van Gogh Museum will publish a volume of the catalogue of its collection of Van Gogh drawings. To mark each publication, a summer exhibition will be held. The first exhibition in the series is devoted to the period from 1880 to 1883; to ep 15

BARCELONA

THEATRE
Centre Llure Tel: 34-3-2189251
Lear or an Actor's Dream: play based on Shakespeare's King Lear, directed by Ariel Garcia Valdés and

performed by the Compañía Teatre Llure (in Spanish). The cast includes Jordi Bosch, Eduard Fernández, Luis Horner and Anna Lizaran; 8pm; Sun 6pm; to Jun 23

BERLIN

CONCERT
Philharmonie & Kammermusiksaal
Tel: 49-30-2614383
● Berlin Philharmonisches Orchester, with conductor Kurt Masur and violinist Viktoria Mullova perform works by Mendelssohn and Dvorák; 8pm; Jun 18, 19, 20

DANCE

Deutsche Oper Berlin
Tel: 49-30-3438401
● Undine: a choreography by John Neumeier to music by Hans Werner Henze, performed by the Ballett der Deutschen Oper Berlin. Soloists include Renzi, Culum, Katsumata and Alvarez; 7.30pm; Jun 17

BOLOGNA

OPERA
Teatro Comunale di Bologna
Tel: 39-51-529901
● Tristan und Isolde: by Wagner. Conducted by Christian Thielemann and performed by the Teatro Comunale di Bologna. Soloists include Heikki Stukola, Gabriele Schnautz and Anne Gle冤ang; 7pm; Jun 15, 18

HOUSTON

EXHIBITION
Contemporary Arts Museum
Tel: 1-713-526-0773
● Richard Long: Circles Cycles Mud Stones: British artist Richard Long is renowned for his meditative

walks which inspire his creation of artworks that evoke the surrounding landscape. For this presentation Long has created four works composed of regional materials, such as Santa Fe brick and Texas limestone; to Jun 30

LONDON

CONCERT
Barbican Hall Tel: 44-171-6388891
● LSO Chamber Ensemble: with pianist André Previn performs works by Mozart, Beethoven and Mendelssohn; 7.30pm; Jun 18
St. John's, Smith Square
Tel: 44-171-2221061

● The Grove Ensemble: with conductor Mark Isherwood perform works by Frank Martin and Orff; 7.30pm; Jun 15
Wigmore Hall Tel: 44-171-9352141
● Members of the Berliner Philharmonisches Orchester: and pianist Imogen Cooper perform works by Louise Farrenc, Brett Dean and Schubert; 7.30pm; Jun 15

EXHIBITION

Tate Gallery Tel: 44-171-8578000
● Marlene Dumas: exhibition of works by the Dutch artist structured around three main themes: The Absent Lover, The Perfect Lover and The Daughter. The display includes large multi-part drawings of the heads that are also a central feature of many of Dumas' paintings; to Jun 30

LUBECK

CONCERT
Musik- und Kongresshalle
Tel: 49-451-7904115
● Montserrat Caballé and Montserrat Martí: concert on the

Holstenplatz. The sopranos perform highlights from operas, accompanied by the Rheinische Philharmonie with conductor José Collado; 9pm; Jun 18

MADRID

CONCERT
Fundación Juan March
Tel: 34-1-4354240
● Victor Ambrona and Graham Jackson: the violinist and pianist perform works by Vivaldi, Mozart, Brahms and Stravinsky; 12noon; Jun 15

EXHIBITION

Munch-museet: The Munch
● Edvard Munch, Prints from 1896: exhibition of a selection of 131 prints by Edvard Munch from the year 1896, which he spent in Paris. In the workshops of August Clot and Lemercier a number of the artist's most well-known graphic works were printed, including "The Sick Child" of which 18 different versions are shown; to Oct 1

MOSCOW

EXHIBITION
State Pushkin Museum
Tel: 7-095-2036974
● The Treasure of Troy: exhibition of some 260 gold and silver objects, excavated by the German archaeologist Heinrich Schliemann in Turkey in 1873. It was Schliemann's belief that these objects, including diadems, rings, necklaces and goblets, once belonged to the Trojan King Priam, but later research has proved this to be untrue; to Apr 1997

NEW YORK

EXHIBITION
MOMA - Museum of Modern Art, New York Tel: 1-212-708-9400
● Come Sunday: Photographs by Thomas Roma. This exhibition of a new series of photographs by Thomas Roma (b. 1950) features approximately 80 black-and-white photographs made between 1991 and 1994. The exhibition is drawn from a larger body of photographs

made during more than 150 services in 52 African-American Christian churches in Brooklyn; to Jun 18

OSLO

OPERA
Norake Opera Tel: 47-22-429475
● Diaghilev's Ballet Russes: a choreography by Ulf Gaddi, performed by the Norwegian National Ballet; 7pm; Jun 14, 15 (6pm)

EXHIBITION

Munch-museet: The Munch
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PARIS

EXHIBITION
Centre Georges Pompidou
Tel: 33-1-44-78-12-33
● Picabia 1922: this exhibition is a reconstruction of the exhibition organized by Francis Picabia, one of the pioneers of Dada, in the Galerie Daimau in Barcelona in 1922. The display shows some 30 works, including gouaches and watercolours; to Jun 30

ROME

CONCERT
Accademia Nazionale di Santa Cecilia Tel: 39-6-3611064
● Orchestra dell'Accademia di

Santa Cecilia: with conductor Myung-Whun Chung perform Schubert's Symphony No.8 in B minor (Unfinished) and Mahler's Symphony No.1 in D major; 8.30pm; Jun 15

VIENNA

OPERA
Wiener Staatsoper
Tel: 43-1-5144-2960
● Manon: by Massenet. Conducted by Daniel Oren and performed by the Wiener Staatsoper. Soloists include Laontina Vedova, Keith Ikuya-Purdy and Kurt Rydl; 6.30pm; Jun 15, 18

WASHINGTON

EXHIBITION
National Gallery of Art
Tel: 1-202-737-4215
● In the Light of Italy: Corot and Early Open-Air Painting: the achievements of the international group of painters who assembled in Rome and southern Italy at the end of the eighteenth century and the early years of the nineteenth century are represented by about 120 paintings; to Sep 2

ZURICH

CONCERT
Tonhalle Tel: 41-1-2063434
● Tokyo String Quartet: perform works by Smetana and Beethoven; 7.30pm; Jun 16

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COMMENT & ANALYSIS

Philip Stephens

Put it to the vote

The Eurosceptics may be right. Perhaps it is time to test Britain's commitment to the EU by a referendum

Bill Cash is right. There is a case for a referendum on Britain's place in Europe. The issue paralyses the nation's politics. After two uncomfortable decades, perhaps the voters should be asked to reconsider whether Europe ends at Calais. More than that, Tony Blair could make such a plebiscite a first act of a Labour government.

No, I have not been experimenting with illegal substances. Nor have I succumbed to the blandishments of Sir James Goldsmith, the billions-turned-politician who now leads the Referendum party. Poor Sir James. I suspect he would happily hand over his entire fortune if only we would take him seriously. But he is a child in the grown-up world of politics, a would-be nationalist in frantic search of a nation.

Enough. Before some of my regular correspondents reach for the green ink, there is a serious point here. And it does not matter which side of the argument you are on. In crystallising the debate into one of Britain "In" or "Out", the Eurosceptics have made an important strategic error.

Here is why. As long as the argument is about the intrusiveness of Brussels, the sceptics hold the initiative. The British have never liked the idea of foreigners delving into what Douglas Hurd calls the nooks and crannies of their national life. Talk about majority voting, the European Court of Justice or the role of the Commission and pro-Europeans always start with a disadvantage. The more so in the present age of disdain. The voters are contemptuous of politicians and of political institutions. It is not hard to deflect some of their ire towards Europe.

But once the issue is reformulated into whether Britain should actually detach itself from its partners, the pendulum swings strongly in the other direction. You do not have to like being part of Europe to understand that it is better than the alternative.

Since the last referendum on the issue in 1975, neither government nor opposition has consistently put the case for engagement. Yet the voters have barely wavered in their support.

Even now, at the height of John Major's absurd beef war, that position holds. For several weeks the press has been awash in rancid xenophobia. Yet, consider the Gallup poll published this week in the Daily Telegraph. The headline declared rather curiously that the mood of the country was turning against Europe. But when asked whether Britain should give out some 57 per cent said they were "sure" the remaining 43 per cent would "probably" vote to leave, but even among that minority there were doubts. A mere 19 per cent favoured complete withdrawal.

The clever sceptics see the danger in this. Privately, some will admit that quitting the EU is the ultimate objective. But they know it is too soon to win that argument. Much better to engineer a succession of crises on which to gradually build the foundations for withdrawal. Thus they pull back, dissociating themselves from Sir James and his friend Mr Cash. Much better to keep the focus to narrower objectives such as ruling out participation in a single European currency or

The tired canard
that Britain joined
a free trade area
only to find itself
unwittingly
entangled in a
political alliance is
belied by a cursory
glance at history

leaving the common fisheries policy. The pretence is that Britain can opt out of the difficult bits of Europe and remain a member of the common market. They would not be slow to tell their employees that their jobs depended on membership. In short, a referendum would result in an overwhelming "Yes". The sceptics would be routed.

None of this, of course, is any comfort to Mr Major. The sceptics on the Tory backbenches have not had a good week. The directive that Mr Cash's European Foundation was taking money from Sir James, the leader of a rival party, was a serious blow. Most Conservatives do not approve of disloyalty.

For all that, a moment of reckoning is approaching. No one can be certain of the outcome of the best war. Cabinet colleagues, though, say the prime minister has decided that he needs a deal at or before next week's EU summit in Florence. To allow the issue to fester would be to give succour to the sceptics. So Mr Major is looking for a piece of paper in Florence to cover the reality of defeat. Lady Thatcher's intervention yesterday was a reminder that, whatever he brings back, Mr Cash and his friends will seek an opportunity for revenge.

That takes us back to Mr Blair. So far he has framed his European policy in the luxury of opposition. It is infused alternately with enthusiasm and political cynicism. Thus if Mr Major strikes a deal on beef, Mr Blair might seek an alliance with the Tory sceptics to defeat the government. In government, though, Labour would be obliged to confront the real world, to sign a new treaty on European integration, to decide, perhaps, to join a single currency. The Labour leader would be forced then to swim against the nationalist tide. If he wins, he should think hard about a referendum.

Of course, the sceptics will produce all sorts of spurious statistics and assumptions to suggest that Britain might have prospered more outside the EU. And it is indeed impossible to prove beyond all doubt that the nation has gained economically from membership. The truth is there is no reliable science in the world of "what if".

But reason and everyday experience tells the voters that to leave now would be to sacrifice prosperity on the altar of misplaced pride. In a referendum campaign, the dis-

LETTERS TO THE EDITOR

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Shipyard's bankruptcy poses threat to Polish credibility as exporter

From Mr Henning Oldendorff.

Sir, I refer to the bankruptcy declaration of Gdansk shipyard, which is also affecting our two newbuilding contracts at that yard ("Gdansk shipyard closure condemned", June 13).

The shipping community is queuing up with profitable orders after the bankruptcy. There is also no incentive for owners with existing orders at the yard to renegotiate their contracts in the vague hope that, this time, they will be honoured. There will be no intermediate financing available from the banks, and suppliers will ask for cash in advance.

There is now a considerable loss of confidence in Gdansk shipyard which will be able to book fresh contracts only at heavily discounted prices and unfavourable payment terms - if at all.

In fact, we have serious doubts that Gdansk shipyard could emerge again as a viable and competitive entity after the work in progress is completed.

After what we have experienced with the incompetent management of Gdansk shipyard, we strongly urge shipowners to think twice before placing additional newbuilding orders in Poland.

Hennig Oldendorff,
managing partner,
Egon Oldendorff,
PO Box 2135,
D-23509 Lubeck,
Germany

Russia's problems will not be resolved by extremes

From Mr David Johnson.

Sir, The Financial Times has carried diverse opinions as to the respective merits of President Boris Yeltsin and his opponents. Some rather harsh judgments have been pronounced on the entire cast of Russian political figures. The strongest criticism, however, has been directed at the Communist leader Gennady Zyuganov. A number of observers, including Anders Aslund (Personal View, May 31) - former economic adviser to the Yeltsin administration - maintain that Zyuganov's economic programme would return Russia to the dark ages of failed centralised economic planning and a wholesale assault on private ownership and the market economy.

I would like to suggest that much of the attack on Zyuganov - however well intended - seems overstated and driven in large part by the imperatives of election-year campaigning. There is no pattern set in the stars as to how a large country like Russia with some unique traditions should go about developing its economic future. If there is one thing that Russians seem to agree upon it

is that there should be some step back from the wild, demoralising economic situation that so many Russians have found themselves in. There will be a greater role for the state, if only in the mode of Franklin Roosevelt's efforts to cope with depression conditions. The privatisation programme in Russia is replete with criminal abuses and economically unsound actions.

The whole educational, scientific and research side of Russian society (the core of the potential for a better future) is in a shambles and needs repair. I could go on and on but the point is that those who speak with so much certainty about the "right" path (Gaidar, Chubais, and yes, Yeltsin) versus the "wrong" path (just about every past opponent of Yeltsin but certainly Zyuganov today) had better take a course in humility and stop trying to act as if they have the keys to the kingdom.

David Johnson
research director
Center for Defense
Information
Washington DC,
US

Cryonics looks to the future

From Mr John de Rivaz.

Sir, In "A pot on the planet" (June 8/9) Joe Rogaly says:

"We may ponder whether cryogenics may save our billionaires for posterity."

Cryogenics is the general science of low temperatures.

"Cryonics" is the science of freezing terminally ill people, as soon as legally acceptable, for revival by "future" technology. Because a lot of people involved with cryogenics are only concerned with what is possible by "present" technology, they do not wish to be associated with cryonics and its reliance on future technology for the second half of the process. This

is why there are different names.

There is no reason why billionaires need be singled out as being possible customers. The Cryonics Institute charges \$20,000, payable at the time of death (plus \$5,000 transport from the UK via Albin & Son, a London firm of funeral directors). This is often met by life insurance that costs no more per month than any other activity of ordinary people.

John de Rivaz,
West Town House,
Portsmouth,
Truro,
Cornwall TR4 5AX, UK

Bart's superficial Coppélia

From Mr Claron O'Hagan.

Sir, Bravo to Clement Crisp's perceptive review of Patrick Bart's interpretation of Coppélia (June 1/2). Patrick Bart has tremendously enhanced classics in recent years through his astute choreographic direction, notably in Freud's Swan Lake and in Giselle as a study of madness. But this Coppélia has little of the artistic grandeur or intellectual depth of these modern classics. Gone is the development of plot and character, gone the humour.

Gesticulation replaces mime, and art draws on a superficial modernism.

Oussama Hmami (Letters, June 9) misses the issue at stake is not the liberty we give a nascent choreographer to experiment, but the number of ticket holders wanting to sell back their tickets to the tourists. Most unusual for a Paris Opera ballet.

Claron O'Hagan,
15 allée des Héros,
93340 Le Raincy,
France

Europa · Sergio Romano**Prisoner in a vicious circle**

The Italian PM has very little room for manoeuvre as he tries to achieve the Maastricht criteria

Like every new Italian prime minister, Mr Romano Prodi has had to ask both houses of parliament for a vote of confidence in his government's programme. But between speeches he found time to visit Bonn to explain his plans and obtain a vote of confidence from the German chancellor.

Mr Prodi knows that Italy will not be allowed to re-enter the European exchange rate mechanism until its partners - and Germany in particular - are convinced that its government can put its public finances in order.

The Bonn trip is another example of how a nation's sovereignty in the last resort depends on the state of its public finances. The Anglo-French expedition to Suez in 1956 failed when the US made known it was no longer willing to underwrite sterling. The French veto against Britain's joining the EEC and the Gaullist polemic against the dollar were dropped when France needed the support of the major economic powers, after the unrest of 1958.

But the visit to Germany also revealed that Mr Prodi believes more strongly in Europe than his recent predecessors. The government of Mr Silvio Berlusconi in 1994 paid only lip service to the Maastricht treaty.

Last year, the government led by Mr Lamberto Dini espoused a more pro-European orthodoxy. But it was forced to devote time to winning the support of the unions for measures that were inadequate to meet the Maastricht criteria.

Mr Prodi, on the other hand, believes in the European Union created by the Maastricht treaty and is convinced Italy cannot allow itself to be cut off from economic and monetary union. Just as convinced of this are some of the heavyweights in his cabinet, such as Mr Carlo Azeglio Ciampi, the former premier and governor of the Bank of Italy who has the treasury and

budget portfolios, and Mr Beniamino Andreatta, the economist who is defence minister. Thus under Mr Prodi, Italy once again becomes - at least in theory - one of the most enthusiastic and diligent members of the EU. This explains why the European Commission has been so pleased to see this government emerge.

But Mr Prodi's European commitment entails tough and coherent financial measures if Italy is to meet the economic convergence criteria for joining the monetary union in 1999. To reach the budget deficit target of 3 per cent of gross domestic product by the end of 1997 it will have to more than halve its deficit. That means cutting public spending on existing taxes to reduce the deficit by up to £80,000bn (£52bn).

There are two big obstacles. The first is the Northern League of Mr Umberto Bossi which is refusing to support the government. The second is Reconstructed Communism, formed from the hardline wing of the old Communist party which is backing the coalition but does not subscribe to its pro-European programme.

For the moment Mr Prodi can do without the league in parliament; but he cannot ignore Mr Bossi's electorate and the recent league-sponsored tax revolt, which is strongest in the Veneto, Italy's most dynamic region.

Mr Prodi's advisers indicated the government would have to increase fiscal pressure to stay at the heart of the EU. But today such a policy appears both difficult and dangerous given the fiscal revolt in the north-east. Although Reconstructed

Communism is opposed to any cuts in social spending, Fausto Bertinotti, its leader, is unlikely to bring down the government which he helped form. But the party could put pressure on the leftwing parties in the government to soften Mr Prodi's austerity plans.

Mr Prodi will explore other options to meet the Maastricht criteria. Above all he will try to modernise the public administration which provides Italians with such poor service.

There are many reasons for this: civil servants are badly distributed round the country. Too few are in the north, where the bulk of economic activity is located, and too many are in the south where much of the administration is located - everyone wants to work close to home.

Productivity is low because civil servants have traditional working hours that allow a second job in the black economy. Governments have been reluctant to trim numbers and costs. And employees are difficult to manage because they can challenge any sanction in administrative tribunals.

If Mr Prodi can create a little more mobility among public employees, raise their efficiency and prune a few dead branches (there are 300,000 surplus teachers), he will obtain the sympathy of many who voted for the Northern League.

However, he will meet resistance from the unions, which dislike the idea of calling for sacrifices that directly affect a sizeable proportion of their members.

Thus Mr Prodi will also try to reduce tax evasion to raise

revenue. The problem of evasion - especially in the richest regions - is that it is inextricably bound up with Italy's tax levels, among the highest in Europe. To persuade the Italians to pay their taxes, the government will have to reduce the overall level of taxation.

Yet this cannot be done until the Maastricht target for the public deficit has been achieved and an efficient bureaucracy is in place.

Mr Prodi is thus a prisoner. He wants Italy to be at the centre of the EU and is aware of the sacrifices needed for this. But he cannot cut public spending without antagonising Reconstructed Communism; and he cannot impose new taxes without further antagonising the electorate in the north-east which supports the Northern League. He cannot shake up the civil service without taking on the unions and he cannot fight tax evasion without reducing tax levels.

Mr Prodi's main hope is that interest rates will decline and thus ease the cost to the public finances of servicing Italy's debt. Yet here he must come to terms with the Bank of Italy which will reduce interest rates only when it considers the government has inflation under control.

He has four months to break out of this vicious circle. In this time he must produce a mini-budget, present a three-year macro-economic programme and submit the 1997 budget to parliament. In October we shall know whether he has won or lost his battle.

The author is a historian and columnist for *La Stampa*, the Turin daily newspaper

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday June 14 1996

Perversion of the Internet

Many people dislike the fact that large quantities of pornographic material are now available on a global network at little or no cost. But trying to ban indecency on the Internet, as the US Congress has done, is quite another matter. As history has shown, attempts to censor lewd material are less and less successful as societies become more democratic and communication easier. Laws which block up one source of pornography cannot prevent it from welling up somewhere else in response to market demand. The Internet is a cheaper, quicker and more open medium than the world has ever known. Moreover it is the first means of communication and publishing to vault across frontiers and national laws. It is therefore much more difficult to control than traditional publishing.

So even though some 60 per cent of the material now flowing round the Internet originates in the US, any attempt by that country to frustrate the free flow of material would have little practical chance of success.

On Wednesday, three judges in Philadelphia found a more powerful objection. They ruled that the Communications Decency Act, passed by the US Congress in February, should not be allowed to operate because it conflicted with the US constitution's guarantee of free speech.

This ruling is particularly welcome because of the vagueness of the Act. It was intended to prevent the distribution of "patently offensive" material to children, as

Risky business

The Helms-Burton Act, which authorises private US court actions against foreign companies doing business in Cuba, has been rightly condemned worldwide as misconceived. It has antagonised important US allies and jeopardised important US trade, while handing a domestic propaganda weapon to the Castro government, against which it is ostensibly directed. The US now needs to recognise that such efforts to impose its laws on the rest of the world put its own economic interests at risk. It is time for US business leaders to drive that message home.

The act has prompted plans for retaliatory legislation by Canada, which already allows its companies to ignore extra-territorial US court rulings. Mexico is studying legal measures to protect its commercial interests. Britain, meanwhile, is drafting of a 1980 law which entitles UK companies to counter-sue against punitive damages awarded by foreign courts. There have been hints that other European Union members, and perhaps the EU as a whole, may adopt similar legislation.

The impetus behind these measures has been increased by fears that Helms-Burton may soon be followed by other US laws which pander to domestic political constituencies at trade partners' expense. Most immediately, there is draft legislation in both houses of Congress which would penalise the US operations of non-US companies trading with the oil

Small steps

The proposals contained in the UK government's third white paper on competitiveness, released yesterday, pass one important test. They will do little actively to harm UK companies' chances of competing more effectively at home and overseas. This marks it out from many previous misadventures in this area. Whether it will do very much good is another matter.

A few of the ideas announced by Michael Heseltine were both new and sensible. Combining support for small and medium-sized businesses into a single budget, with a large chunk allocated on a "challenge" basis, ought to cut down on the present duplication of support services. It should also help local groups to tailor the support to local companies' actual needs.

Yet, by and large, the paper is a hotch-potch of the previously announced and the "to be discussed". Mr Heseltine promised, for example, to consult on whether large companies should be required to publish not merely their policy on payment of bills, but actual performance. While no panacea, this might go some way towards shaming companies into paying up promptly. But the possibility has in fact been under government review for some time. Further inaction runs the risk of building support for legislation granting statutory right to interest on bills, which Mr Heseltine has rightly resisted.

Action to remedy the UK's deficiencies in education and skills is

even more urgently needed as the government's own skills audit, published alongside the white paper, showed. Yet there was little in the document to suggest that the government would try harder to make its policies work.

A separate report from Ofsted, the schools inspectorate, on the state of England's new school-based General National Vocational Qualifications (GNVQs) brought home the shortcomings of the present system.

In a damning verdict on the assessment and monitoring regime for GNVQs - which are supposed to be Britain's answer to Germany's high quality vocational education - Ofsted reported "major weaknesses" undermining confidence in the quality of the new courses.

There is no excuse for this. It is not lack of student enthusiasm for new vocational courses which is to blame. The response to GNVQs has been impressive, with more than 200,000 students now taking courses across 14 vocational areas.

It is up to the government to ensure adequate assessment. Without this, the reputation of GNVQs will plummet, and yet another attempt to promote vocational education in England will founder, hurting employers need to find skills and people who wish to acquire them.

Soothing words from Mr Heseltine about "improved standards of living and quality of life for all" can only go so far.

A heavyweight makes his stand

Boris Yeltsin believes he will be re-elected president in the first round of voting and many fear his reaction if he is not, says Chrystia Freeland

Two days before the first democratic election of a national leader in Russia's history, the country is divided, in the words of one Muscovite observer, between fear of the present and fear of the past.

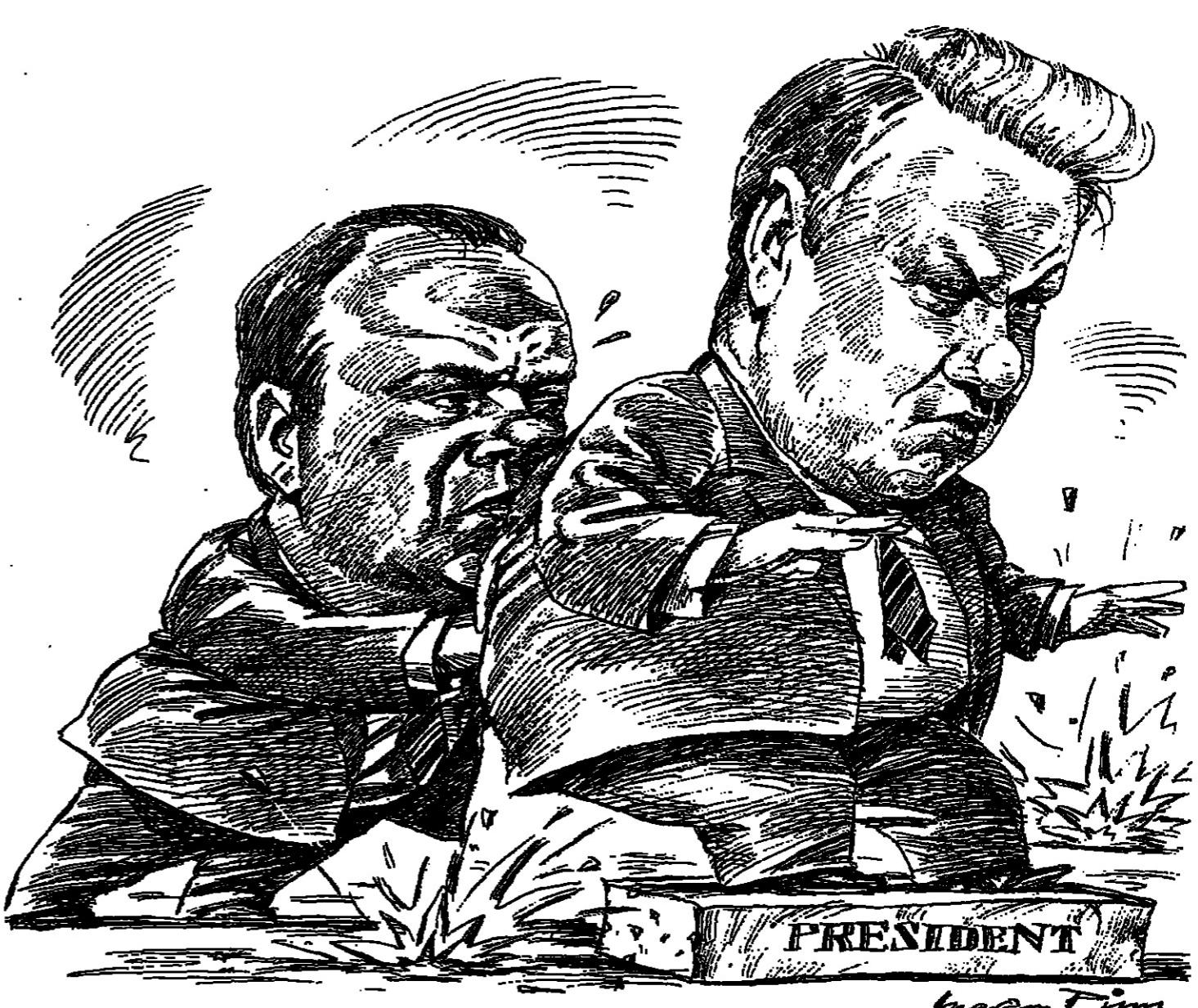
Mr Gennady Zyuganov, the communist candidate, is campaigning on fear of the present and, in a nation which has lost 50 per cent of its economy and most of its empire over the past five years, that is a formidable ticket. But President Boris Yeltsin, who trailed his communist rival by 20 per cent at the beginning of the year, has vaulted to the lead in opinion polls by reminding voters that there is also much to fear in the return of the repressive communist past.

The apparent re-awakening of many of Russia's grimier memories of the Soviet era owes much to Mr Yeltsin's bravura political performance.

At the age of 55, the Kremlin chief has already exceeded his country's average male life expectancy by six years. He suffered two heart attacks last year and has a reputed fondness for vodka. But he has hit the campaign trail with remarkable vigour, doing the twist with delighted teenagers on the streets of the southern city of Rostov-on-Don; going down a coal pit in the Arctic town of Vorkuta; and outwitting Chechen separatists with a carefully planned flying visit to the heavily fortified Russian military base at the airport outside Grozny, the Chechen capital.

Mr Yeltsin has also perfected the political art of being all things to all people. He has won back most of the country's disgruntled liberals - and strongly undermined Mr Grigory Yavlinsky, the presidential candidate and leading figure in Russia's democratic opposition - with a bold reform programme that calls for everything from more rape crisis centres to enhanced rights for minority shareholders.

But while the president has made



the dangers of a hardline communist comeback the unifying theme of his campaign, he has also unabashedly adopted many of the symbols and practices of the Soviet regime.

On May 9, when Russians celebrate the anniversary of their victory in the second world war, Mr Yeltsin stood on top of the Lenin mausoleum to review a military parade which could have goose-stepped out of the 1970s - complete with the red communist banners, adorned by a hammer and sickle, which many observers thought had been consigned to the dustbin of history when the Soviet Union collapsed in 1991.

More worryingly, in the view of some liberal activists, Mr Yeltsin has also skilfully deployed many of the political techniques he learned in a communist career which took him all the way to the politburo. The mass media, including the one privately-owned national television station which had built up a reputation for independence, have become untiring cheerleaders for the presidential team; they lead news programmes with stories like "Why there will be civil war if the communists win".

Mr Yeltsin's campaign members privately admit to planting fake scare stories about the communists in compliant newspapers and to leaning on everyone from pollsters to astrologists to come up with predictions in the president's favour. Mr Zyuganov and the nation's 550,000 card-carrying communists

have produced a surprisingly flaccid response to the Kremlin's fierce attack. The communist challenger began the campaign from a starting position any politician would envy: on average, Russians earn less today than they did four years ago.

In Chechnya, the nation is embroiled in its bloodiest conflict since the second world war; and the government is widely seen to be corrupt and mendacious. In addition, Mr Zyuganov leads Russia's only well organised, national political party, which re-established itself as a major political force when it came out on top in parliamentary elections in December.

In spite of these advantages, Mr Zyuganov and his comrades seem to have failed to woo the younger voters whose support helped to bring communists back to power in many of the neighbouring states of eastern Europe.

Mr Yegor Gaidar, a former prime minister who was architect of Russia's first market reform effort, has also skillfully deployed many of the political techniques he learned in a communist career which took him all the way to the politburo.

But this sceptical attitude appears to have little currency at the Kremlin. Some politicians are warning that Mr Yeltsin's apparent certainty that he will win on Sunday could have dangerous consequences over the next few weeks. According to Russian electoral law, a presidential candidate can win in the first round of polling only if he attracts more than 50 per cent of all votes cast. If no candidate wins an absolute majority, the top two contenders face each other in a run-off expected to be held between three weeks and a month later.

With 10 candidates on the ballot, and an expected score for Mr Zyuganov alone of at least 20 per cent, most analysts predict that the communist leader and Mr Yeltsin will go on to a second round.

But Mr Yeltsin seems to be of a different opinion. In a television interview this week, the president said that his intuition and his private pollsters assured him that he would win an outright victory in the first round. A member of the president's campaign team says that Mr Yeltsin is equally emphatic in his private party, director of the Russian Independent Institute of Social and National Problems, a Moscow think-tank. Mr Yeltsin's ferocious media campaign, furthermore, may be triggering a backlash.

"We are seeing the Yeltsin overdose effect. This is what happens when all-out propaganda, especially on television, begins to irritate the electorate," says Mr Gorshkov.

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These forebodings may be natural in a country which has never before freely voted for its national leader, and which is still acutely uncomfortable with the clash of rival political, economic and ideological interests that democratic elections are all about.

Divided as they are by fear of the past and fear of the present, Russians will on Sunday be united in their fear of the immediate future. If the country can find the courage to master this final fear, and to abide by the verdict of the ballot box, then no matter who comes out ahead in Sunday's poll Russia will have undergone a democratic revolution.

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Over the past few months, the Kremlin leader has largely heeded the advice of his liberal faction of supporters, who have orchestrated his clever campaign. But if Mr Yeltsin wakes up on Monday to learn that their counsel has produced less

glorious results than he expected, he may be tempted to turn to his hardline cronies.

Since last autumn, many of them have been urging the president to call off the elections altogether, a proposal which was tentatively aired in April when Russia's top business people issued a public appeal for a "compromise" between the communists and the Kremlin.

Last month, General Alexander Korzhakov, the president's chief security guard and favourite sauna companion, suggested that the elections should be postponed. Mr Yeltsin publicly upended his friend, but many of his liberal campaign advisers are afraid that if on Sunday the president does not do as well as he expects he may decide that Gen Korzhakov was right after all.

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OBSERVER

My word, your bond

■ Wall Street can be relied upon to think of a way of spinning money out of more or less anything. The latest news involves piling New York City and a particularly

undisciplined section of the

populace and coming up with a

marketable financial instrument.

Morgan Stanley, the investment

bank, is the originator of the

rather politically incorrect

action of Deadbeat Dad bonds (DBDBs). These are instruments

that would be issued by the city

and backed by the assets of

reckless parents - mothers are

presumably not excluded - who

were not caught up child

support on time. NYC officials

are studying the proposal.

Bonds backed by credit card

receivables and the like are

reasonably common currency in

the arcane world of Wall Street

finance. For a change, the new

gizmo would be backed by court

judgments against the dad and

mums, which would be placed in a

trust. Sundry assets - homes, bank

accounts, salaries - could then be

seized, as the need arose.

Far-fetched? Probably no more so

than a recent deal in which the

city raised \$25m of bonds backed

by delinquent property taxes - and

in this instance, the DBDBs offer

a heart-warming kicker that the

kids are supposed to benefit from

the funds raised.

All goes to show that financial engineering is a good deal easier than the kind of social engineering that ensures the families stay together in the first place.

Exit Mr Poland

■ Poland's first casualty in the fight against organised crime appears to be Colonel Sławomir Petulicki, a security services veteran appointed as the prime minister's special coordinator of Polish entry into the European Union. But will he cause another winner?

A friend of Jacques Delors, he took up his post during the post-cold war euphoria when the EU welcomed the central and east Europeans with open arms. Today, he says, euphoria has turned to scepticism. Even the Germans are having second thoughts because of the cost. And central Europeans are becoming disillusioned by the delay. Their leaders will take that message to next week's EU summit in Florence - but wonder if anyone is still listening.

Not for want of being told. Kulakowski has been no conventional diplomat. A slightly-built man bandying political science with his early-morning cigarettes, he was prone to none of the romantic bluster some of his compatriots employ when talking about Poland's place in Europe.

A veteran of resistance - in Warsaw against the Nazis, and four

decades later, as an underground

Solidarity activist - he must hope

that the battle to join the west is won despite his move.

Office politics

■ Poland's first casualty in the fight against organised crime appears to be Colonel Sławomir Petulicki, a security services veteran appointed as the prime minister's special coordinator of Polish entry into the European Union. But will he cause another winner?

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FINANCIAL TIMES

Friday June 14 1996



US takes Japan to WTO in dispute over Kodak

By Patti Waldmeir in Washington

The US is to file a complaint against Japan with the World Trade Organisation in its long-running dispute over whether Tokyo has unfairly restricted Eastman Kodak's access to the Japanese photographic market.

The announcement yesterday signals an important shift in the Clinton administration's trade strategy, which had previously focused on negotiating disputes bilaterally with Japan. Agreements were usually clinched at the last minute under the threat of US trade sanctions. The decision to refer the matter to the WTO reflects sensitivity to criticism by Washington's trading partners of its tendency to resort to unilaterally imposed sanctions.

Kodak brought its complaint against Fuji Photo Film of Japan a year ago under section 301 of US trade law. This permits the administration to impose punitive tariffs if a country is judged to have erected unfair barriers to

the sale of US products. The two film giants have spent millions lobbying for support for their arguments, but the Japanese government has refused to negotiate with the Washington administration. Fuji denies Kodak's allegations, saying many of its problems stem from its poor marketing in Japan.

Ms Charlene Barshefsky, the US trade representative, said yesterday that her office's investigation of the Japanese film market had shown that Tokyo had "built, supported and tolerated a market structure that thwarts foreign competition, and in which exclusionary business practices are commonplace".

Washington will challenge Japan at the WTO on the grounds that it is violating the General Agreement on Tariffs and Trade and the General Agreement on Trade in Services through collusive practices that keep foreign film products from being widely distributed.

Mr Mickey Kantor, the US commerce secretary, stressed the

broader implications of the action. "This is not simply about Kodak and its barriers in Japan. It is about fairness," he said.

By challenging the way Japan does business, the US government will present the WTO with an important test of its ability to rule on complex and subtle non-tariff barriers to trade. The Kodak case could set a broad precedent that might apply to other Japanese businesses.

However, Washington will also pursue its complaints with Japan's Fair Trade Commission, and has asked Kodak to provide additional information to that body, which in February began a survey of alleged anti-competitive practices in the industry.

Administration officials said they reserved the right to consider other options, possibly including sanctions, if they were unable to win their case at the WTO, a process that is expected to take as much as a year to complete.

Kodak's path to the WTO. Page 5

Germany close to agreement over public sector pay

By Andrew Fisher in Frankfurt

Germany's public sector wage dispute was close to resolution yesterday after arbitrators' proposals gained grudging acceptance from trade unions and went towards meeting employers' demands for a pay freeze.

The compromise deal must be ratified by both sides in a final round of talks next week, but the threat of further strikes in the country's transport, postal, refuse and other services appears to have been averted.

Industrial action was suspended during the three weeks of arbitration over the 4.5 per cent pay claim.

The compromise foresees a 1.3 per cent wage rise in 1997, preceded by a one-off payment of DM300 (\$194) in 1996 - equivalent to 0.8 per cent of average income - for each of the 3.2m public sector workers. Wages for east German employees will rise more slowly than union negotiators had hoped, to 5.5 per cent of the west German level in September 1997 from the present 8.4 per cent.

Mr Manfred Kanther, the federal interior minister leading the employers' team, said the arbitrators' proposals were acceptable. The government had made a pay freeze central to its new austerity policy, aimed at stringent budget savings.

But he said the compromise was "a sign of good sense". It does not include employers' initial demands for sick pay reduction and longer working hours. The large arms suppliers are the significant military powers, who are also members of the UN Security Council, and the security relationship between buyers and sellers.

The large arms suppliers are the permanent members of the Security Council, with the list dominated by the US.

Bilateral defence relationships which have grown up as a result of such trade seem largely stable.

However, states traditionally supplied with weapons by the western allies have seen the US increase its dominance at the expense of European powers in the past five years.

By contrast, many countries previously supplied by the Soviet Union have found it difficult to establish alternative supply lines.

Sipri Yearbook 1996: Armaments, Disarmament and International Security. OUP, £29.99. £60.

Increased its defence budget by 6.5 per cent last year and gradually its arms imports.

Overall, the international trade in weapons showed no change in 1995, with the recorded level of trade static at \$22.8bn. The post-cold war trend is for the trade to be concentrated between a few buyers and sellers.

The large arms suppliers are the significant military powers, who are also members of the UN Security Council, and the security relationship between buyers and sellers dictates the pattern of trade.

The top six exporters, five are the permanent members of the Security Council, with the list dominated by the US.

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ern powers. Many developing states continue military spending out of all proportion to any realistic threat they face, and the trend to high spending is often exacerbated by internal tensions.

Some regional spending also remained high in 1995, with the Middle East and South-East Asia notable examples. Malaysia

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Civil wars dominate world's large armed conflicts in 1995

By Bernard Gray in London

All of the 30 large armed conflicts fought around the globe in 1995 happened within national boundaries, according to the Stockholm International Peace Research Institute's yearbook.

These conflicts are increasingly focused on territorial disputes, rather than struggles for governmental control, the Swedish institute said.

Armed disputes included civil wars in Bosnia, Liberia and Somalia. The number of conflicts fell from 32 in 1994, and 36 in 1993, the last year of the cold war, with spending on military hardware falling much faster than the number of conflicts. This reflected the global dominance of military spending by Nato and Warsaw pact countries during the cold war.

Military research and development spending has fallen by 55 per cent since 1987, according to Sipri. Over that period France, Italy, Sweden and the US all reduced their spending by 25 per cent or more, with only Japan, India and South Korea increasing spending significantly.

Sipri argues that the picture is distorted because of the decline in the very large budgets of west-

Top 15 arms exporters

Conventional arms-exporting countries	1994	1995
US	1,040	1,021
UK	227	208
Russia	3,905	862
Germany	1,099	1,063
France	1,063	1,043
Italy	324	338
Austria	201	117
Canada	301	263
Netherlands	264	208
Poland	201	117
Sweden	193	189
Spain	172	169
Portugal	162	159
Belgium	152	147
Greece	147	147
Switzerland	142	142
Denmark	137	137
Malta	136	136
Finland	132	132
Iceland	127	127
Latvia	126	126
Lithuania	125	125
Montenegro	124	124
North Macedonia	123	123
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Albania	10	10
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Albania	6	6
North Macedonia	5	5
Montenegro	4	4
North Macedonia	3	3
Albania	2	2
North Macedonia	1	1
Montenegro	0	0</td

COMPANIES AND FINANCE: EUROPE

Commerzbank takes stake in Wood & Co

By Vincent Boland in Prague

Commerzbank, the German bank, has taken a 25 per cent stake in Wood & Co, an independent stockbroking firm with offices in Prague and Warsaw, and both firms have set up a joint venture to trade in central and east European bond markets.

The acquisition of the stake, the subject of speculation in the market in Prague for some time, is in the form of an equity injection. Terms are not disclosed, but Mr Klaus-Peter Müller, a Commerzbank

main board director, said yesterday it was "not cheap".

Mr Richard Wood, a former vice-president of Salomon Brothers in London who founded Wood & Co in 1990, and other partners of the firm retain 75 per cent. Mr Wood said the firm's book value had increased to \$16m following Commerzbank's acquisition of its stake.

The new capital will allow the firm to expand its equity underwriting business, particularly in the Polish market, where it has been active since opening in Warsaw in 1994. Mr

Wood said Wood & Co was the largest underwriter of Polish equity issues and "that's where we need new capital".

Wood & Co represented Salomon in Prague up to 1994, when it became an independent operator. It is now one of the leading stockbrokers in the city's growing capital markets and has concentrated on equity trading and research. It is also a primary dealer in Czech government bonds.

The \$650 bond-trading joint venture, to be known as Wood-Commerz, will offer market-making, underwriting and

research capacity in fixed income securities throughout central and eastern Europe. It will be able to hold \$100m of local currency bonds without seeking outside finance.

WoodCommerz will concentrate initially on bonds denominated in the Czech, Slovak and Polish currencies, but will expand to cover other currencies in the region. Mr Wood described it as a marriage of Wood & Co's distribution capacity with Commerzbank's client relationships in the region. Commerzbank, which claims

to be the largest foreign bank operating in Prague, has been a leading arranger of Czech koruna-denominated eurobonds, including a Kcs2.5bn (\$89.4m) issue for the World Bank and a Kcs1bn issue for the International Finance Corporation, that institution's private sector arm.

The bank has not been active in equity market trading, which is dominated by the stockbroking arms of the leading domestic banks and a small number of independent firms, including Wood & Co, Atlantic and Patria Finance.

Cable counts the cost of staying competitive

Expanding technological horizons pose uncomfortable choices for Europe's operators

The cable operators of Europe are facing the biggest challenge in their history as digital satellite television groups prepare to launch systems offering as many as several hundred channels.

At the same time as weighing the cost of moving to digital transmission, the cable companies will also have to contemplate the cost of upgrading their networks for interactive services such as Internet access and telecommunications.

"Cable companies must go digital when the time is right. The question is, when is the right time?" says Mr Hans Larsson, president of Svenska Cabel-TV Sweden and vice-president of the Brussels-based European Cable Communication Association (ECCA).

Mr Larsson faces digital competition in Scandinavia this autumn from Nethold, the international pay-television group. Svenska Cabel does not have to respond immediately, because Nethold - whose main parent is Richemont, the tobacco and luxury goods group - will have few decoders, services or customers at the outset. "We can wait. But we must do it. Everyone must do it [move to digital]," Mr Larsson says.

At the annual meeting last month of the ECCA, in Jerusalem, companies which together have more than 41m cable subscribers across Europe expressed unease at the competitive threats and the large

investments they could face over the next few years.

The combination of "going digital" and upgrading networks for telephony could involve investment of hundreds of millions of dollars across Europe.

Even in the UK, where cable companies have been offering telecoms services in competition with British Telecommunications for more than five years, cable operators will now have to consider going digital - which will mean new decoder boxes for every subscriber.

BskyB, the satellite venture controlled by Mr Rupert Murdoch's News International, has announced plans to launch a digital satellite service in autumn 1997 with an initial 200 channels, that could eventually reach close to 500 channels.

If BskyB wins the right to show all English Premiership league games simultaneously in return for an "electronic season ticket", cable companies could quickly start to run out of channel capacity.

Most European cable operators are just beginning to come to terms with the challenge and potential of cable telephony. Only the UK and Sweden offer a full service, although all cable companies in European Union countries will be able to compete with telephone from the beginning of 1998, if not before.

Mr Wehrmeijer, director of cable television and telecommunications of NV Kncro, a Dutch cable operator, whose

cable networks include Rotterdam, accepts there will be big costs in modernising networks. "We have to compete on services, and our networks aren't able to meet the level of service we need to really be competitive," Mr Wehrmeijer says. He adds that Eneco hopes to start competing next year with KPN, the recently privatised Netherlands post, telephone and telecoms group, by targeting the business market. It will lay a new network over its old system in business centres such as Rotterdam.

Some cable operators, such as Rediffusion of Switzerland, which has been put up for sale by Alcatel, its French parent, seem unenthusiastic about cable telephony. Mr Martin Christoph, Rediffusion's deputy director, told the Jerusalem conference he feared the Swiss PTT would simply undercut cable's telecoms prices, helped by the high level of cable penetration in Switzerland.

Mr Peter Kokken, secretary-general of the ECCA, fears that in some cases cable companies might wake up to the competitive threat too late, although he emphasises that most of them have money to modernise if they want to. The situation is complicated by the presence of large telecommunications organisations at the heart of the European cable market.

The largest cable operator in Europe, Deutsche Telekom, which already has nearly 16m cable subscribers in Germany, last year carried out a trial in Berlin which involved offering digital transmission and multimedia services.

Although there have been problems resulting from a shortage of digital decoders and the need to negotiate with the German Länder (states), Mr Gerhard Falter of Deutsche Telekom told the conference: "We are confident that commercial digital services will be available on our networks within the next six months."

Cable operators are now trying to make alliances with outside PTTs in order to compete with their own national telecoms operators.

KPN, which has bought cable networks in the UK, might bid for Rediffusion of Switzerland to try to compete for telecoms services there.

Mr Kokken believes a revolution is under way, but unlike in the UK, where US cable and telecoms companies dominate the cable market, he believes it will be a European cable revolution - albeit one that will increasingly cross national frontiers.

Raymond Snoddy

Shareholders' General Assembly Meeting.

Net Dividend: FRF 4 Per Share.

The Combined Shareholder's General Assembly Meeting was held on June 7, 1996 under the Chairman of Mr Francis Mer. All of the resolutions put before the meeting were approved. In particular, the accounts of the 1995 fiscal year were approved and a net dividend per share was set at FRF 4 with a tax credit of FRF 2, to be paid on July 1, 1996.

Possible Recovery Foreseen in the European Economy.

In his address, Mr Mer explained that "...the downstream stock depletion experienced since the autumn of 1995 in the steel and other industries is nearly completed. This should allow production to rise to the real level of consumption which has been relatively stable since the spring of 1995. The depletion no longer weighs heavily on market prices, which are tending to be aligned in all of the world's major economic zones. Moreover, the significant decrease in interest rates should favor a progressive recovery in consumption and investments, while the European Union's determination to reduce public deficits will allow capital to be gradually reoriented toward more productive uses. These trends should bolster recovery of the Group's activities. But first half results, though clearly positive, are below our expectations at the beginning of the year."

The Usinor Sacilor Dynamic.

The Chairman reiterated the strategic principles underlying Usinor Sacilor's operations which, he believes, allow the Group to continue to progress while diminishing the economic jolts in this cyclical profession.

"The Group's strategy is to create value by focusing on high quality steel," he underscored. "We can also continue to improve our performance, particularly thanks to the labor agreements finalized just after privatization... The Group will keep its industrial facilities in world-class condition, while reducing costs and improving its financial structure, all of which are guarantees of its strength... We will continue our confirmed policy of technical product advances, working in close partnership with our most demanding customers."

On the subject of the Group's international growth, Mr Francis Mer also stated that in the stainless steel sector, "... projects are under study in China and in India, while our industrial base in Thailand will soon be strengthened."

Creation of a Shareholder's Committee.

Mr Mer announced the creation of a 10-member Shareholder's Committee and called for nominations. This Committee, which should be set up by the end of the year, will be consulted on policies of communication with shareholders and will give its opinion on their implementation. "This representative organ should enhance clarity in the very frank dialogue that we seek to continue with our individual shareholders".

Meetings in France.

The Chairman also announced his intention to meet with shareholders in the provinces in 1996. He will be in Lyon, in Lille on Wednesday, June 19 and will go to Nancy and Marseille in the second half of the year.

Investor Relations Department :
11-13, cours Valmy - Immeuble Pacific - TSA 10001
92070 La Défense Cedex - Tel. : (33-1) 42 25 98 98

USINOR SACLOR
FORGING THE FUTURE TOGETHER

ITOCHU CORPORATION

To the Holders of the Bearer Depository Receipts

Notice is hereby given that the 72nd Ordinary General Meeting of Shareholders of Itochu Corporation will be held at 10.00 a.m. on 27th June 1996, at the Osaka Head Office of the company located at 1-3 Kyobashi-Machi, 4-Chome, Chuo-Ku, Osaka, Japan. Notice of convocation of the meeting, the agenda, the date and place of the meeting, the chairman, the secretaries and the auditors, the auditor's report, the audited financial statements for the year ended March 31, 1995, the audited financial statements for the year ended March 31, 1996, the audited financial statements for the year ended March 31, 1997, the audited financial statements for the year ended March 31, 1998, the audited financial statements for the year ended March 31, 1999, the audited financial statements for the year ended March 31, 2000, the audited financial statements for the year ended March 31, 2001, the audited financial statements for the year ended March 31, 2002, the audited financial statements for the year ended March 31, 2003, the audited financial statements for the year ended March 31, 2004, the audited financial statements for the year ended March 31, 2005, the audited financial statements for the year ended March 31, 2006, the audited financial 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COMPANIES AND FINANCE: EUROPE

Stolen bonds hurt confidence in Russia

By Chrystie Freeland
in Moscow and Nicholas Denton in London

Western investors, inspired by opinion polls predicting a victory for Russian President Boris Yeltsin in Sunday's ballot, have pushed Russian securities to new highs in recent weeks. But the suspension of up to \$10bn in government bonds revealed this week suggests that even if Mr Yeltsin keeps the communists at bay, Russia will remain a perilous place for foreign businesses.

Bringing Chechen bandits and Moscow detectives together against the wild background of Russia's fledgling market economy, the tale of the frozen bonds could form

the plot of a post-cold-war thriller. According to police documents, in June 1994 at least \$1.25m worth of Russian government bonds were sold to a person purporting to be an agent for the Chemical Factory in Grozny, the now rubble-strewn capital of the breakaway Chechen republic.

The bonds were never registered at the factory and are believed to have been stolen. But for nearly two years they were freely traded, some of them winding up in the coffers of the world's most venerable investment banks, including Credit Suisse, Citibank and Salomon Brothers.

These brave pioneers of the Russian capital markets received an unwelcome sur-

prise this spring, when Vneshtorgbank, the custodian of their government bonds, informed them that some of their bonds were stolen property and had been frozen pending an investigation by the Ministry of the Interior.

At least \$1.25m of the suspended bonds are, according to Russian police, part of the Grozny Chemical Factory scam. But, to the added consternation of the western investors affected by the case, they have been offered no clear explanation of the story behind the freezing of an additional \$27m-worth. Worse still, the investors have no guarantee that they will not receive further notices that more of their bonds are, in fact, stolen. Some

observers estimate the total sum of stolen bonds, including those held by Russians, could be as high as \$100m.

The embroilment, known to market participants but hitherto unpublished, has already put a damper on the Ministry of Finance bond market. But bankers say their greater concern is that the case might more broadly erode trust in the Russian government and the securities it issues.

"So many guys who traded with us used to just come into our office with briefcases and plastic bags bulging with bonds," said a Moscow-based western trader.

Frustrations have been compounded by the Russian authorities' un-cooperative

attitude. Bankers have been bounced between Vneshtorgbank, the government payment agent Vneshekonombank, the Ministry of Finance and the Ministry of the Interior.

Some investors were hopeful that, when the Kremlin realises that its creditworthiness could be at stake, it will quickly resolve the problem. One London-based financier keen to play down the the affair said: "I don't think it is in the industry's best interests to have alarmist stories. The volume of hysteria is amazing."

But it may be stretching human nature a bit far to expect bankers to calm about a story involving Chechen thieves, Russian police and their own money.

Montedison questioned over group strategy

By Andrew Hill in Milan

Italian fund managers

yesterday called on directors

of Montedison, the industrial

holding company, to explain

why they intended to make

the most of the group's potential

and end alleged conflicts of

interest with Ferruzzi Finanziaria (Ferfin). Montedison's main shareholder.

The comments at yesterday's shareholders meeting were the latest indication that minority investors expect more from Montedison now it has returned to profit.

Mr Enrico Bondi, chief executive of Montedison and Ferfin,

rejected the criticism, pointing out that the group's size and geographical spread meant it was strongly positioned in all its main activities of agriculture, chemicals and energy.

He said the fact that Montedison and Ferfin, which owns about 30 per cent of the industrial group, shared some of the same senior management had not led to conflicts of interest. Montedison enlarged its board by appointing four new members, replacing two outgoing

Analysts attending the conference interpreted this as ruling out any alliance in which Ferfin owned less than 50 per cent of the business. Any merger would also need to be friendly, Mr Bondi said, and complement Bayer's product range and geographical spread. The company had not identified any candidates that met these criteria, he added.

Jenny Luesby

NEWS DIGEST

Bayer denies plan to spin off drugs arm

Bayer, the German drugs and chemicals company, yesterday sought to damp speculation that it was planning to spin off its drugs business into an alliance with another producer.

"Substantive talks with potential partners are not taking place," the group said. Until the beginning of last year, Bayer was committed to a future as a fully integrated company. However, it has since said it is "open to all strategic options" in order to give it maximum flexibility in making drugs acquisitions.

At a London conference this week, Mr Helmut Loehr, chief financial officer, said one option under consideration was to establish the drugs business as a 100 per cent owned subsidiary, so that it remained part of the group, but could develop its own strategy. "In such a scenario, a subsequent merger with an outside partner is conceivable," he said, but Bayer would only be interested if it retained control.

Analysts attending the conference interpreted this as ruling out any alliance in which Bayer owned less than 50 per cent of the business. Any merger would also need to be friendly, Mr Loehr said, and complement Bayer's product range and geographical spread. The company had not identified any candidates that met these criteria, he added.

Jenny Luesby

Ahold short of expectations

Ahold, the Dutch retailer, said net profits for the 16 weeks to April 21 rose 16.3 per cent from Ff 1.19m to Ff 1.38m (\$80.3m). The results were below expectations. Earnings per share rose from an adjusted Ff 0.39 to Ff 1.11 on sales up from Ff 8.56bn to Ff 9.49bn. Operating profits increased from Ff 23m to Ff 27m. Ahold confirmed it expected consolidated net profits for 1996 would further increase.

Expectations are that the announced acquisition of the US supermarket company Stop & Shop and the related share issue will be completed in the course of 1996. Earnings per share are expected to be higher in 1996 than in 1995, although the acquisition will initially have a significant but acceptable negative impact on the equity ratio," it said.

AFX News, Zaandam, Netherlands

Cofinec offering oversubscribed

Cofinec, the central European packaging group, has raised more than \$30m in a global share offering that was more than eight times oversubscribed. The group, which was created seven years ago by Mr Stephen Frater, a former Wall Street investment banker, is registered in Paris, where it also has its operational headquarters, and has manufacturing operations in Hungary, the Czech Republic and Poland.

The offering was priced yesterday at Ffr220 (\$12.24) per share or Global Depository Receipt, which gives the group a market capitalisation of about \$130m. The GDRs will be listed on the Luxembourg stock exchange by June 20 and by the end of July on the Budapest stock exchange, where Cofinec will become the first non-Hungarian company to be listed.

The offering, which represents 76 per cent of the group's enlarged share capital, comprises 1,415,984 existing shares and 92,000 new shares. Existing shareholders selling their stakes include Cerus, with a 45.8 per cent stake, and the European Bank for Reconstruction and Development, with 8.6 per cent.

About 95 per cent of the offering has been allocated to international investors, with just under one-third bought by specialist emerging market funds and more than two-thirds acquired by mainstream institutional investors. About 5 per cent has been allocated to the Hungarian market.

Kevin Done, East Europe Correspondent

Karstadt chief sees need for cost cuts despite sales rise

Mr Walter Deuss, chairman of Karstadt, the German retailer, said sales in the five months to May reached DM11.2bn (\$7.5bn), up 4.2 per cent from the year-earlier level, AFX News reports from Essen. He said parent company sales rose 1.4 per cent to DM4.88bn, but added that department store sales edged down 0.7 per cent.

However, he warned retail sales would remain flat in 1996, without disclosing further figures. He attributed the weak retail sales growth to the continuing sluggish economic expansion and a depressed consumer climate. He expected sales to rise 2 per cent in 1998.

Mr Deuss expected the company to post a better net profit

in 1996 compared with last year's DM10.8m. But Mr Deuss declined to comment on the size of improvement for this year. He added that in the first four months of this year, net profit was better than the year earlier period.

However, Mr Deuss said the company could increase 1996 operating profit "only through cost cuts". He said the last three months of the year would be decisive for the growth. Mr Deuss said he did not rule out job losses and sales of property as part of the cost-cutting programme.

"The cost cuts we will make this year are part of a gradual process, and we are looking at all possibilities," Mr Deuss

said.

He declined to comment on the company's strategy for the next five years. "I am no prophet," he said.

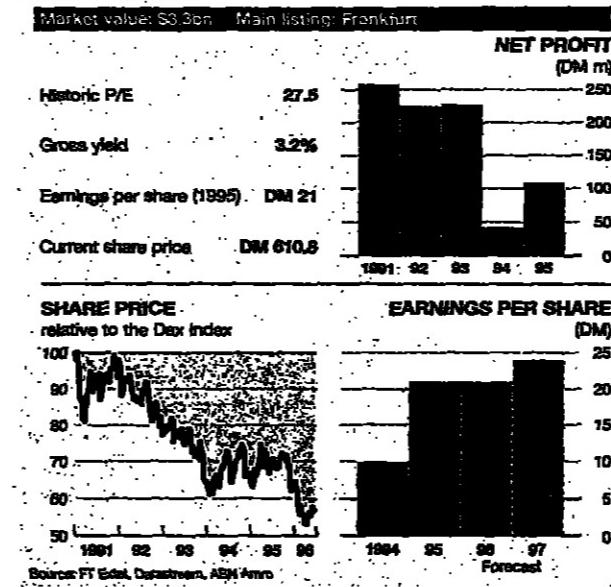
Mr Deuss said investment in 1996 would be largely in line with the DM86.9m invested in 1995. He said that charges for Hertie's restructuring would be about DM50m in 1997, unchanged from the current year.

Mr Deuss said he expected Hertie to break even in 1997 after reporting a net loss of DM18.9m in 1995.

Retail sales were DM6.7bn, down 2.9 per cent, while mail order sales were DM3.1bn, up 5.5 per cent. Group investment, adjusted for divestments, fell from DM4.4bn to DM36.9m.

PROFILE: KARSTADT

Market value: \$3.6bn Main listing: Frankfurt



Crédit Foncier auditors qualify annual accounts

By Andrew Jack
In Paris

The auditors to Crédit Foncier, the troubled specialist property bank, yesterday provided a highly unusual qualification to the 1995 annual accounts circulated to shareholders, which highlighted the complexity of the bank's restructuring.

Robert Mazzari and Caillau

Dedouet et Associés, the two auditing firms employed by Crédit Foncier, said in their report that they were unable to quantify the impact of a series of different elements which explained the bank's FF12.6m (\$2.6bn) in new provisions.

They also said they were unable to state that its continued operation was guaranteed, because the bank had negative equity of FF2.5bn and a sol-

vency ratio of 0.5 per cent, well below the internationally accepted regulatory minimum.

Their comments came as the French government continued to discuss a series of rescue options, including a possible takeover ahead of a deadline of the end of July set by the minister of economics and finance.

Mr Philippe Lafayette, head of the UK-backed Caisse des Dépôts et Consignations,

did not rule out yesterday his involvement in such an operation. He said it was possible he could offer support as long as it did not affect his institution's profitability and did not involve acquiring property assets.

Crédit Foncier reported losses of FF10.8bn for 1995 after taking substantial provisions from changing its accounting policies, reducing

its property assets to current market values and allowing for future costs against some of its loans which it judged unlikely to be recovered.

The auditors said they were unable to provide a financial breakdown of how much of the provision was the result of these accounting changes and how much due to new degradations in the property market during the year.

SOLVAY S.A.
The General Meeting of 8th June 1996 approved the distribution for the financial year 1995 of a net dividend of BF 550 on bearer shares. The final dividend of BF 450 will be payable by BF draft, by transfer to a BF account, or in sterling at Bankers' sight buying rate for Belgian Francs on the day of presentation at the option of the holder against presentation of coupon No 57 at the offices of:

Schroder Investment Management Limited
8th Floor, 1 King Edward Street,
London EC1A 7AN
At Coupon Department

Between the hours of 10am and 2pm on or after 20th June 1996 UK tax will be deducted from the net dividend unless legatees are accompanied by the necessary affidavit. Payment can be made only to persons residing in the United Kingdom or the Belgo-Luxembourg Customs Union. Shareholders resident in the United Kingdom are entitled, upon submitting a duly completed form 276 DIV, to partial reimbursement of Belgian withholding tax equal to 20 percent of the net dividend.

Bank of Ireland
(Established in Ireland by Charter in 1783, and having United Realties)
Undated Floating Rate Primary Capital Notes
In accordance with the provisions of the Notes, notice is hereby given that for the three month Interest Period from June 14, 1996 to September 15, 1996 the Notes will carry an Interest Rate of 5.875% per annum. The interest payable on the relevant interest payment date, September 15, 1996 will be U.S. \$153.40 per U.S. \$10,000 principal amount.
By: The Chase Manhattan Bank, N.A.
London, Agent Bank
June 14, 1996

SGB SOCIETE GENERALE ACCEPTANCE N.V.
FRF 300,000,000
TIME FLOORED BONDS DUE JUNE 15, 2000
ISIN CODE : XS-0037973418
Notice is hereby given to the Bondholders that, pursuant to the Terms and Conditions of the Bonds Condition 4, "Interest", the rate of interest applicable to the period from June 15, 1995 to June 15, 1996 is 7.50%. This rate of interest has been determined according to the Condition 4, (ii), i.e. "The Bonds bear interest at a rate which is the higher of Annual Average of TIME - 0.10% or 7.50% per annum". (Annual Average of TIME for the above mentioned period being 7.016%). Therefore, the interest payable after surrender of coupon nr 4 will be FRF 750.00 per Bond in the denomination of FRF 10,000.

The Principal Paying Agent
SOCIETE GENERALE BANK & TRUST - LUXEMBOURG

"Pierre-Antoine Gaiffrelle, 33 has been appointed global head of interest rate derivatives at Union Européenne de CIC. A graduate of EBS, he joined the CIC Group in 1988 as a dealer. He subsequently assumed responsibility for interest rate swaps followed by interest rate options in French francs and Euros. He is now responsible for interest rate derivatives in all currencies within the Capital Markets Group of UECIC." "Pierre Curtil, 48, is to head the Treasury operation of UECIC's London Branch. He joined the CIC Group in 1978 as a dealer, and was subsequently appointed as Head of Treasury, with responsibility for interest rate derivatives. He will now oversee the entire Treasury operation of the London Branch."

To the Holders of
Restructured Obligations
Backed by
Senior Assets, B.V.
Pursuant to the Indenture dated May 1, 1990, as amended and restated as of June 15, 1995, between the Issuer and State Street Bank and Trust Company, as Trustee, it is hereby agreed that for the Interest Accrual Period June 10, 1996 through September 9, 1996, the rates applicable to the Secured Senior and Secured Subordinated Obligations of the Senior Notes are 5.8300% and 5.2500% respectively.

This announcement is neither an offer to exchange nor a solicitation of an offer to exchange securities. Such offer is made solely by the Offer to Exchange and Offering Circular dated June 13, 1996 and the related Letter of Transmittal (which together constitute the "Exchange Offer"). The Exchange Offer contains important information which should be read before any decision is made with respect to the Exchange Offer. No such Exchange Offer will be made or solicited, nor shall any securities be sold or exchanged in any jurisdiction in which such Exchange Offer, solicitation, sale or exchange is prohibited by applicable law.

Banco Nacional de México, S.A.

Offer to Exchange up to
U.S. \$250,000,000 aggregate principal amount of New
11% Subordinated Exchangeable Capital Debentures due 2003
for an equal principal amount of Outstanding
7% Subordinated Exchangeable Debentures due 1999

The 11% Subordinated Exchangeable Capital Debentures due 2003 (the "New Debentures") and the shares for which they are exchangeable have not been registered under the United States Securities Act of 1933, as amended (the "Securities Act"). Subject to certain exceptions, the New Debentures and the shares for which they are exchangeable may not be offered, sold or delivered in the United States or to, or for the accounts or benefit of, U.S. persons.

The Exchange Offer is subject to the terms and conditions set forth in the Offer to Exchange and Offering Circular dated June 13, 1996, and the related Letter of Transmittal. The Exchange Offer is being made to (i) non-U.S. persons (as defined in Regulation S under the Securities Act, located outside the United States and Mexico in reliance on Regulation S under the Securities Act and in accordance with applicable law and (ii) qualified institutional buyers (as defined in Rule 144A under the Securities Act) in a private offering under Section 4 (2) of the Securities Act.

Simultaneous with the Exchange Offer, U.S. \$100 million of the New Debentures will be offered for cash purchase (i) outside of Mexico and the United States to non-U.S. persons in reliance on Regulation S under the Securities Act and in accordance with applicable law and (ii) in the United States and to U.S. persons, only to qualified institutional buyers in reliance on Rule 144A under the Securities Act.

THE EXCHANGE OFFER AND WITHDRAWAL RIGHTS WILL EXPIRE AT 12:00 MIDNIGHT, NEW YORK CITY TIME, ON JULY 12, 1996, UNLESS EXTENDED.

Questions or requests for assistance or copies of the Offer to Exchange and Offering Circular and the related Letter of Transmittal or the Notice of Guaranteed Delivery may be directed to the Dealer Managers or the Information Agent, at their respective addresses and telephone numbers set forth below. Subject to certain exceptions, the Offer to Exchange and Offering Circular and the related letter of transmittal may not be delivered in

To the Holders of
Middletown Trust

10% Notes Series B due 1998

NOTICE IS HEREBY GIVEN that, pursuant to Article Eleven of the General Covenant, for the Sinking Fund due July 15, 1996 U.S. \$20,360,000 of the Notes will be redeemed at 100% of their principal amount plus accrued interest to July 15, 1996, when interest on the Notes redeemed shall cease to accrue. Following the above redemption, U.S. \$47,505,000 10½% Notes Series B due 1998 and U.S. \$37,205,000 11¼% Notes Series C due 2010 will remain outstanding.

The redemption price and accrued interest are payable against surrender of the Bearers Notes together with all coupons maturing subsequent to July 15, 1996 at the offices of the Paying Agents outside of the United States listed below or on after July 15, 1996:

The Chase Manhattan Bank, N.A. Chase Manhattan Bank Banque Bruxelles Lambert Chase Manhattan Bank
Woolgate House Luxembourg, S.A. Avenue Marais 24 (Switzerland)
Coleman Street 5 Rue Plaetis 1050 Brussels 63 Rue du Rhône
London EC2P 2HD L-2338 Belgium CH-1204 Geneva 3
England Luxembourg-Grund Switzerland

The serial numbers of U.S. \$20,360,000 Bearers Notes to be redeemed are as follows:

2 903 1481 2776 3644 4897 5386 6261 10856 11926 12877 14052 15929 16754 17822 18655 18777
20 923 1529 2785 3648 4813 5386 6261 10856 11926 12877 14052 15929 16754 17822 18652 19770
28 928 1588 2787 3653 4514 5386 6277 7119 11246 12877 14052 15929 16754 17823 18652 19770
31 946 1504 2789 3655 4520 5387 6278 7119 11246 12877 14052 15929 16754 17823 18652 19770
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71 985 1525 2809 3701 4561 5413 6241 7159 11246 12877 14052 15929 16754 17823 18652 19770
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137 1029 1573 2856 3735 4587 5440 6240 7210 11246 12877 14052 15929 16754 17823 18652 19770
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COMPANIES AND FINANCE: ASIA-PACIFIC

NEWS DIGEST

Metway directors back St George bid

Directors of Metway Bank, the Brisbane-based regional bank, said yesterday they were recommending that shareholders vote in favour of an increased A\$82m (US\$64.8m) bid from Sydney-based St George Bank, rather than support the Queensland state government's plan for a regional financial services powerhouse. The rival proposal would see Metway merge with SunCorp, the state-owned insurance group, and Queensland Industry Development Corporation. This combined entity would have assets of around A\$21bn and be Australia's fifth-largest financial services group.

But Metway directors also acknowledged that the St George offer could be rejected by National Australia Bank, the country's biggest commercial bank, which has snapped up just over 25 per cent of Metway's series 1 preference shares, and is in a position to block the deal. They described such a move by NAB as "reasonably likely".

NAB, which owns banks in New Zealand, the US and the UK, had been seen as a possible bidder for St George and acquired a small stake in the bank earlier this year. It appeared surprised when St George announced its bid for Metway - a move which would put St George out of Metway's reach because of competition rules covering the banking sector. Metway stressed that it had taken no action to terminate the state government proposal, although it acknowledged that St George represented "the better offer".

Nikki Tait, Sydney

Campbell cool on Arnott's

Mr David Johnson, the Australian chief executive of US-based Campbell Soup, said there were no immediate plans for US food manufacturer to raise sharply its stake in Australia's Arnott's group. "We're not looking at it at all, I'm not even considering it," he said in Sydney yesterday. Campbell fought a heavily-contested bid for Arnott's, the Australian biscuit and snack manufacturer several years ago, winning control but failing to reach a level where it could automatically buy out minority shareholders. Since then, it has regularly exercised its right under Australian corporation laws to increase its stake by three percentage points every six months. Its holding now stands at 70 per cent.

Nikki Tait

Japanese balances improve

The balance between non-operating profits and losses at Japanese companies for the latest fiscal year ended March 31 1996 improved for the first time in two years, although it remained in the red, a research arm of Wako Securities reported yesterday. Wako Research Institute said combined non-operating losses at 1,121 companies listed on the first section of the Tokyo Stock Exchange exceeded non-operating profits, leaving a combined net operating loss of Y2,615bn (\$28.8bn) in the fiscal year. But the size of the combined loss narrowed from a year-earlier loss totaling Y3,096bn, the institute said. Wako said banks, brokerage houses and insurance companies are not included in the statistics.

AP-DJ, Tokyo

Foster's lifts bid for Rothbury

Foster's Brewing, the Australian brewer, yesterday raised its offer for Rothbury Wines, to 70 cents a share, against 57.5 cents previously, winning a recommendation from directors and ensuring control of its target. The offer values the winemaker at about A\$40m. Foster's moved into wine earlier this year when it acquired Mildara Blasz, the largest listed wine producer. Through Mildara, it then intervened in the bid battle for Rothbury, and recently saw the rival suitor, GRL Hardy, withdraw. Mildara said yesterday that it controlled 50 per cent of Rothbury.

Nikki Tait

■ Asia Cement, of Taiwan, said its May pre-tax profit fell from T\$447m a year earlier to T\$285m (US\$10.27m). Pre-tax profit in the five months to May fell from T\$2.05bn to T\$1.45bn. Ms Sophia Chen, an analyst with BZW Asia-International, said that despite a significant fall in pre-tax profit, Asia Cement's operating income grew at a double-digit pace both in May and in the January-May period. She said the higher 1995 profit reflected gains from non-core business. Cement sales were expected to increase in the second and fourth quarters.

APX-Asia, Taipei

takes control
parts group

Baptist bo-

Colonial Mutual gets go-ahead for transition

By Nikki Tait
in Sydney

Plans by Colonial Mutual, the Melbourne-based life insurer, to demutualise later this year were given approval "in principle" yesterday by Mr Peter Costello, Australia's federal treasurer. The company has a large number of policyholders in the UK and New Zealand.

Under a demutualisation scheme, an insurance company belonging essentially to its policyholders turns itself into a conventional shareholder-owned company. Policyholders are usually allocated shares in the new entity.

The regulatory position at Colonial Mutual - with assets of about A\$34bn (US\$27bn) and about half its 750,000 policyholders in the UK - is complicated, because it owns the State Bank of New South Wales.

As Mr Costello said yesterday, Australian government policy has usually been to prohibit banks from being owned by holding companies, except where the holding companies are Australian-based mutual life companies.

It was the need to comply with this requirement which formed one of the reasons for Colonial's demutualisation plan. However, the insurer now wants to make the transition by creating a new holding company structure which would cover both the bank and insurance arms - rather than have the insurance business own the bank.

Mr Costello said he would agree to this, but the government would introduce new legislation to regulate the holding company and that "Colonial Mutual group will be subject to this legislation".

But such legislation would await the findings of the broad-ranging inquiry into Australia's financial services industry which the treasurer set up last month, and which is due to report by next March.

Colonial plans to put the demutualisation scheme to policyholders at an extraordinary general meeting in November, and list on the stock exchange in 1997.

■ Australian stockbroking firms have been allocated 22.5 per cent of the shares being offered for sale by Australia's federal government in Commonwealth Bank, the Australian commercial bank. These allocations cover 90m shares, of the 390m being sold. The 390m shares represent a 50.4 per cent interest in the bank, and comprise all of the government's remaining holding.

By Edward Luce in Manila

Philippine Airlines, the loss-making flag carrier, secured a \$20m loan from a consortium of local banks yesterday - its first significant borrowing since a share dipute two years ago.

The loan, the first of a series of \$3.2bn for an overhaul of the airline's ageing fleet, was made possible by a supreme court ruling two weeks ago.

The court threw out a petition by the Bank of the Philippines Islands, a minority shareholder, which sought to prevent Mr Lucio Tan, chairman of PAL, from taking majority control of the airline.

The decision will enable the carrier to carry out a long-awaited doubling of its capitalisation, to 10bn pesos (\$381m). PAL made a loss of more than



The Philippines' national carrier plans to spend \$3.2bn overhauling its ageing fleet

2bn pesos for the year ending March 31. "The ruling permits us to go ahead with the recapitalisation of PAL and its modernisation," said Mr Andrew Wang, vice-president of corporate finance. "With the share dispute over we can now get on with the business of restoring PAL to profitability."

Mr Tan, a leading Chinese Filipino businessman who had been in dispute with government minority shareholders over the airline, will be given pre-emptive rights to buy up to 100 per cent of the 5bn peso capital injection, taking his direct stake in the airline to well above 50 per cent.

Yesterday's loan, led by

Allied Banking, also owned by Mr Tan, will go towards the \$3.2bn programme to acquire 12 Airbus 320s, eight A330-300s and seven Boeing 737-400s. Most of the remaining loans will be secured at favourable rates from the US Export-Import Bank and its European counterparts.

As part of its strategy to

return to financial health, the airline is also lobbying the government to change domestic regulations. Under the recently liberalised market rules, PAL is obliged to maintain services on unprofitable domestic routes while its emerging competitors are not.

The government allowed Mr Tan pre-emptive rights in the share issue (expected over the next three months) on condition that it could oblige Mr Tan to buy its minority stake in PAL in five years, should the airline continue to lose money.

Mr Tan, a controversial figure who recently won a separate supreme court case which - if it had gone against him - would have allowed the government to prosecute him for alleged tax evasion, has expressed confidence he can turn the airline around.

Murdoch steps into the Japanese limelight

JSkyB will have to tailor its output to the local market, writes Michiyo Nakamoto

Rupert Murdoch is not exactly a familiar figure among the Japanese public. But plans announced this week by News Corporation, the international media group he heads, to start a digital multi-channel TV service in Japan have thrust him into the limelight. The Japanese press has proclaimed that the "world media king" is arriving on Japanese shores.

News Corporation's plan to launch JSkyB, a service with at least 100 channels at the start, and become a leading force in the Japanese market, has been heralded as the start of a new era of competition in broadcasting.

"It is a sign of the times," says an official at the Ministry of Posts and Telecommunications, which oversees the broadcasting industry and which has been particularly keen to promote the development of new information services.

Rapid developments in technology and market deregulation have been leading to an unprecedented expansion of TV services in other industrialised countries. The Japanese public, and not least the broadcasting authorities, have, however, been watching these developments with growing unease as Japan seemed increasingly to be left behind.

But Mr Murdoch's ability to play a big part in Japanese media will depend to a great extent on his ability to woo suspicious Japanese broadcasters into playing to his tune. There was no doubt in Tokyo this week that News Corporation, with interests ranging from Twentieth Century Fox

movies to HarperCollins publications, would be a formidable competitor.

"The fast pace of [Mr Murdoch's] entry into Japan means we will be hard pressed to keep up with him," an official of PerfectTV, a Japanese company which will start supplying services for about 70 new digital channels this autumn, reportedly commented.

It is unlikely that Hollywood movies or the exclusive right to broadcast live English premier football league games, which the company holds, are in themselves going to help News Corporation much in Japan.

New Hollywood movies are, however, one thing Japanese consumers are willing to pay to watch on TV, according to WOWOW, a satellite broadcaster. It discovered that 80 per cent of those viewers it surveyed said they would be willing to pay to watch new movies.

As a result of that study, 50 per cent of WOWOW's programmes are movies. Nevertheless, it took the company five years to make a profit and top 2m subscriptions.

The Japanese public has been accustomed to a wide variety of programming on terrestrial TV which is widely available and free. That environment has made it extremely difficult to convince people to pay, the WOWOW official says.

Furthermore, competition to supply movies on TV is already intense. In addition to the films available on WOWOW, News Corporation is already providing satellite movies on Star Plus, its 24-hour Japanese language digital channel, and will start a 24-hour movie channel, Star Movies, in December.

The two other multichannel services being planned, PerfectTV and DirectTV, are also expected to provide movie channels.

JSkyB's success depends on how it can differentiate itself from existing multichannel services, particularly as it is expected to be the last of three new services to begin broadcasting. PerfectTV is aiming to start services this autumn while DirectTV, backed by Hughes Electronics and Matsushita, the Japanese consumer electronics group, is launching services next year.

"In the UK, sports programming was enough to propel BSkyB. But in Japan, I can't see that will make it a must-buy product," comments Mr Paul Smith, industry ana-

lyst at James Capel in Tokyo. Mr Murdoch is unlikely to win the right to broadcast sumo - a privilege reserved for NHK, the public broadcaster - or national baseball, which are two sports events that could build interest, he says.

Mr Murdoch clearly understands the critical importance of programmes tailored to the Japanese market. "Japan is a unique market and the variables are very different to the US and Europe," he noted in Tokyo this week.

Japanese terrestrial broadcasters are unhappy that they are being forced to give up a cosy arrangement under which they have long been protected by stringent licensing rules. "Unless the MPT exercises some form of moral persuasion and says it is a government priority to move into the digital age, I'm not sure they'll do it of their own volition," Mr Smith believes.

But Mr Murdoch is renowned for his capacity to take the long-term view - and that is likely to serve him well in his latest venture.

Average TV viewing per person in Kanto area (Eastern Japan)

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Weekday	3.42	3.38	3.37	3.37	3.47	3.45	3.48	3.57	3.65	3.65
Saturday	4.21	4.27	4.33	4.34	4.31	4.44	4.49	4.57	4.56	4.56
Sunday										

Source: Digital Institute for Human Studies

This announcement appears as a matter of record only.

**Findevco (Pty) Limited**

US \$60,000,000
Term Loan Facility

Guaranteed by
Industrial Development Corporation of South Africa Limited

Co-ordinated by
THE FUJI BANK, LIMITED

Funds provided by
Commerzbank Aktiengesellschaft
Deutsche Bank Luxembourg S.A.
The Fuji Bank, Limited
HSBC Investment Bank plc
(and on behalf of Midland Bank plc)
The Sanwa Bank, Limited

Agent
THE FUJI BANK, LIMITED

IN INDONESIA WE PROTECT THE RAINFOREST WITH FISH.

WWF
proposes
to over a hundred
fish ponds being built
in the rain forest
in eastern Indonesia. The fish ponds provide a much-needed reliable source of income and food for the local communities. They also produce an invaluable by-product: a reason for the villagers to take care of the local rain forest. The ponds require a supply of clean, fresh water. This is only available throughout the year of water-releasing rains of the neighbouring trees are kept intact. Which give WWF good reason to provide plots and concrete for the ponds, and fish to stock them with. And because we believe it is more important to conserve by physical example than by just giving advice, WWF agricultural extension workers helped to construct concrete tanks and dig fish ponds. Now an entire community benefits, and the entire community runs the fish pond programme without outside help. If you would like to help us set up practical projects to save the雨forest, write to the Membership Officer at the address below.

WWF
World Wide Fund For Nature
(formerly World Wildlife Fund)
International Secretariat, 1996 Gland,
Switzerland

Notice to the Holders of**CHUGOKU MARINE PAINTS, LTD.
(the "Company")****U.S.\$60,000,000
2 per cent. Convertible Bonds due 1998
(the "Bonds")****Adjustment of the Conversion Price and Fixed Rate***

NOTICE IS HEREBY GIVEN that the Conversion Price shall be adjusted downward in accordance with Condition 5(D)(i) of the Terms and Conditions of the Bonds:

Conversion Price before adjustment: Yen 723.0 per Share

Conversion Price after adjustment: Yen 651.0 per Share

As a result of the above (revision) to the Conversion Price, the Fixed Rate shall be revised pursuant to Condition 5(D)(i) as follows:

Fixed Rate before adjustment: Yen 105.15 = U.S.\$1

Fixed Rate after adjustment: Yen 110.00= U.S.\$1

Such adjustment to the Conversion Price and Fixed Rate shall be effective as of 27th June, 1996 (Japan Time).

The Industrial Bank of Japan
Trust Company
as Disbursement Agent on behalf of:
Chugoku Marine Paints, Ltd.
Dated: 14th June, 1996.

Province of Newfoundland**CAD 100,000,000 Retractable Bonds due 2001**

Notice is hereby given that, pursuant to clause (b) of paragraph 11 of the Terms and Conditions of the Bonds, the Bonds shall bear interest for the period commencing July 25, 1996 at a rate equal to the annualized equivalent of the sum of the bid side yield of the Government of Canada 7½% bonds due March 1, 2001, plus a spread of 0.30%, then rounded to the nearest 0.05%.

The new interest rate resulting from the above-mentioned formula will be fixed on or about July 11, 1996 and published promptly thereafter in accordance with the Terms and Conditions of the Bonds.

Notice is further given that pursuant to paragraph 11 of the Terms and Conditions of the Bonds, the holder of any of the above Bonds will have the option to have such Bonds redeemed by the Province of Newfoundland

EUROPE FOR SALE: THE PRIVATISATION ERA

Pace of state sell-offs stepped up

The pressures of European single currency criteria are pushing governments ever harder to raise money to reduce fiscal deficits

The sale in November this year of a minority stake in Deutsche Telekom, Germany's giant telecommunications company, is expected to raise more than DM15bn (\$8.8bn), constituting one of the world's biggest share offers. But, according to a new study, published this month, the deal will be simply one of a number of giant privatisations in the pipeline over the next five years.

Overall, according to the report by Morgan Stanley, the US investment bank, western European governments are set to sell off assets worth between \$250bn and \$300bn over the next few years, more than doubling in nominal terms the amounts raised from privatisation since 1981.

The report says that the sale of shares in companies that are already partially in the private sector will generate \$150bn. Sales of companies that are still wholly state-owned could produce a further \$150bn.

The financial pressures under which most European governments are operating, ahead of the introduction of the single currency in 1999, will be one of the main factors driving privatisation, says the report.

While the UK has been the biggest privatiser to date, accounting for over half of the £186bn (£265.4bn) raised since 1981, two countries which are under particular pressures to reduce their fiscal deficits in order to meet the Maastricht criteria for monetary union - France and Italy - are expected to head the list of privatisers.

France, which sold off some \$11.75bn in 1994 and \$4.46bn in 1995, is expected to sell assets equal to a further 8.3 per cent of its equity market capitalisation, for example. Italy, which has sold more than \$1bn of assets in the last two years, could sell an amount equal to nearly 20 per cent of its market capitalisation, says the report. The sale of its oil and gas company, Eni, is the biggest single sell-off specifically identified by the report, with proceeds

Europe: Total Privatisation, 1985-95	
	\$m total
Austria	2,961
Denmark	3,563
Finland	1,925
France	34,102
Germany	2,807
Italy	16,971
Netherlands	9,250
Portugal	5,304
Spain	8,255
Switzerland	4,175
UK (since 1977)	98,682

Total Sector Privatisation in Europe, 1985-95	
	\$ million
Airports and Airlines	8,140
Banking	22,472
Chemicals	5,444
Electrical Equipment	1,384
Electricity	26,033
Insurance	9,615
Metals and Capital Goods	11,329
Oil and Gas	32,851
Paper and Packaging	1,474
Pharmaceuticals	1,284
Telecoms	40,578

Outstanding Privatisation Potential as % of Market Capitalisation	
Portugal	108.4
Austria	41.7
Germany	5.5
UK	0.9

Source: Privatisation International, Morgan Stanley Research

Source: Morgan Stanley Research

expected to reach \$32bn.

These same pressures are also leading to an increase in the list of companies and sectors considered suitable for privatisation. In the early years, the largest sales were of companies in sectors that prove to be more controversial than in the past. After all, many people still have an emotional attachment towards their national airlines and may feel uncomfortable if it is owned by a foreign carrier, says the report.

More recently, the list has been extended into sectors that for various reasons are politically sensitive - highly regulated industries such as electricity generation and distribution, and telecommunications.

"What was a sacred cow one year may not be in years to come," it argues.

Although western European governments still have a long list of banks which they want to sell, the largest privatisations relative to the size of the existing market capitalisation of their sectors are expected to take place in telecommunications, transport and utilities.

The size of market capitalisation of telecoms companies could increase by 30 per cent, of utilities by 10 per cent, and of transport by a further 30 per cent.

Most western European countries operate toll-free and state-run motorways which could be sold. The majority of railways are still publicly

owned, as are most airlines and airports.

As we near the end of the privatisation pipeline we could well end up with a list of privatisation candidates that prove to be more controversial than in the past. After all, many people still have an emotional attachment towards their national airlines and may feel uncomfortable if it is owned by a foreign carrier, says the report.

Government could face difficulties in another area, too. So far the shares of privatised companies have not performed particularly well and they may need to do more to persuade small retail investors and large foreign investors to buy the stock on offer. French and Italian issues have both consistently underperformed since 1990, while the performance of UK issues has also lagged the rest of the market since 1994.

Taken as a whole... the investor has been a loser more often than he has come out on top," says the report. For that reason, arrangements giving retail investors some protection against a downward movement in prices are likely to figure prominently in European privatisations.

The Spanish government provided protection for investors in Repsol, the energy company, and Argentaria, the banking group, guaranteeing investors against a certain level of loss through the use of simple derivatives.

In addition, governments may have to market their issues more aggressively to foreign investors, especially as they will compete for attention with issues in eastern Europe, eastern Asia and elsewhere.

Richard Lapper,
Capital Markets
Editor

It is possible that these kind of pressures could be particularly acute in smaller countries, where the size of future privatised issues dwarf the existing market and play a particularly important role in the economy.

The sales of Portuguese companies like Portugal Telecom, which is expected to raise more than \$1bn, could more than double the Portuguese market's capitalisation. Austria could sell an amount equal to 41.7 per cent of its market capitalisation.

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COMPANIES AND FINANCE: UK

Somerfield plans flotation

By Christopher Brown-Humes

Somerfield, the UK's fifth biggest supermarket chain, is today expected to announce plans for a July flotation that will raise up to £250m (\$303m). The move will reflect a strong recovery at the group which was on the brink of collapse three years ago. Links with its owner, Isosceles - which experienced a severe financial difficulties in the early 1990s after an over-ambitious £2.1bn leveraged buy-out of the company in 1989 - will be severed.

It is understood that Somerfield, formerly known as Gateway, expects to achieve a valuation of between £475m and £525m.

This will give Somerfield an enterprise value of £265m to £275m, after including £150m to £200m of debt.

All of the company will be sold, with 80 per cent offered to institutions and the rest to retail investors. It will be one of the biggest non-privatisation issues of the year.

The funds raised will be used to pay off Somerfield's £400m debt, with the surplus being channelled to Isosceles long-suffering creditors.



David Simons, who will receive more than £2m, is credited with putting group on recovery path

NSM hit by US weather

By Patrick Harverson

Low coal prices, severe weather in the US and costs of a legal settlement led to a sharp fall in profits at NSM, the highly geared coal mining group.

Pre-tax profits plunged from £6.05m to just £222,000 (\$340,000) on turnover of £126.5m (£123.3m) in the year to March 31. Operating profits were almost halved to £6.37m (£12.2m).

The group warned in January that it would endure a difficult second half, and the performance - which Mr John Jernine, chairman, described as "extremely disappointing" - failed to upset the shares, which gained 1p to 61p.

NSM said it was hit by three "unforeseen" problems in the second half. It was advised by its lawyers to settle a claim made against it by the purchasers of Bison, the building materials business sold for £31m in 1991. The settlement cost a total of £2.6m.

In the US, operations were hit by record low coal prices, caused by prolonged unfavourable weather conditions and overcapacity, and by the worst winter in Pennsylvania for 74 years, which disrupted production for six weeks.

Mr Jernine also said the removal of legal and planning constraints meant it could sell properties in the US and the Netherlands.

JM buoyed by its ceramics joint venture

By Tim Burt

Johnson Matthey, the precious metals and engineering technology group, yesterday reported a 6 per cent rise in profits, following strong demand for its electronic materials and ceramics products. The company saw pre-tax profits rise from £25.4m to £30.2m (£15.6m) on higher sales of £22.83m (£21.86m) in the year to March 31.

Mr David Davies, chairman, said the improvement was fuelled mainly by increased profits at Cookson Matthey Ceramics, its joint venture with Cookson Group, and maiden contributions of £4.2m from ACL, the US manufacturer of multilayer printed circuit boards acquired last year for £170m.

That softened the impact of sharply reduced profits in the catalytic systems division,

credited with bringing in new management, halting a decline in sales and putting the group on a path to financial recovery.

Kleinwort Benson is sponsor and NatWest Securities is broker to the issue.

which fell from £34.5m to £26.2m following the loss last year of a big contract with General Motors. The company, which is locked in a long-running legal dispute with GM, said it had cut the workforce by 13 per cent to 870 and reduced research and development spending.

Mr Davies warned, however, that weak demand and delays on new products would make it difficult for Johnson Matthey to replace the lost GM business with new sales.

Problems in the catalytic systems business were partly offset by profits of £6.7m (£4.7m) in the biomedical business, and contributions from precious metals which remained the largest profit centre with £4.8m (£4.1m).

Despite some volatility in metals prices and the increased availability of Russian platinum, the division reported

Three purchases help lift Scapa

By Christopher Price

Scapa Group, which supplies engineered fabrics, rollers and roller covers to the paper industry, reported a 35 per cent annual pre-tax profits.

Turnover for the 12 months to March 31 increased 20 per cent to £25.8m, buoyed by three acquisitions. Profits on continuing operations rose 15 per cent to £6.5m on turnover 12 per cent higher at £49.3m.

The acquisitions strengthened its presence in the technical tapes and industrial textiles and filtration markets.

The results were the first in which Scapa received more than half its revenues from non-paper manufacturing markets. Mr David Dunn, chief executive, said it was a trend that would continue. "We will

be less reliant on the volatility of the paper industry and we have added opportunities to our earnings potential."

Expenditure on new products and the acquisitions pushed gearing from 24 per cent to 40 per cent, although interest cover remained at eight times. Mr Dunn said that this year's expenditure was likely to be similar to last year's £20m as it continued to seek expansion. This would take the form of greenfield sites and further acquisitions.

Volatility in the paper industry was reflected in demand for Scapa's products - strong in the first half but more subdued in the second and into the first half of the current year. Mr Harry Tuley, chairman, said he expected the market to recover in the second half.

This announcement appears as a matter of record only.

May 1996

Chiroscience Group plc

Placing and Open Offer

**10,306,426 Primary Shares
7,185,799 Secondary Shares**

Price 410p Per Share

The undersigned acted as primary underwriter and sponsor to Chiroscience Group plc in this transaction

LEHMAN BROTHERS

Issued by Lehman Brothers International (Europe) which is regulated by the Securities and Futures Authority.

NEWS DIGEST

Citizens pays \$53m for Farmers

Citizens Financial, the US subsidiary of Royal Bank of Scotland and Bank of Ireland, is to buy Farmers & Mechanics Bank in Connecticut for \$53m.

The deal is Citizens' ninth acquisition since 1992 and the first since the merger earlier this year between Royal Bank's Citizens and Bank of Ireland's First New Hampshire Bank.

The merger left Royal Bank with 75.5 per cent of the enlarged Citizens and Bank of Ireland with 23.5 per cent.

Farmers & Mechanics, a state chartered savings bank with \$540m in assets, strengthens Citizens at the southern end of its New England territory. The deal will be financed from Citizens' own financial resources.

The group is aiming to expand through infill acquisitions, mostly within 100 miles of its headquarters in Providence, Rhode Island. Analysts expect further deals in the Boston suburbs.

Farmers' 12 branches will add to Citizens' 18 branches in Connecticut.

"This acquisition is a logical extension of Citizens' operations in Connecticut, which will considerably strengthen its market position and make it the market leader in important parts of the state," said Dr George Mathewson, Royal Bank's chief executive.

George Graham

German buy lifts Protean

Input from last summer's acquisition in Germany helped Protean, the laboratory equipment and water purification group, lift profits by more than a third in the year to March 31.

The group paid £12.3m for DWA, a privately owned maker and distributor of water purification equipment specialising in renal dialysis. It contributed just over £2m to pre-tax profits of £10.3m (£15.75m) against £7.54m.

Mr Geoff Spink, managing director, said "Our water businesses are becoming a global operation."

The group lost £200,000 in setting up an Elga operation in the US, where it has entered into an agreement with Fisher Scientific, a leading US distributor. It hopes to break even in the US by the 1997-98 year.

David Blackwell

Hicking Pentecost up 40%

Hicking Pentecost, the textiles group, lifted pre-tax profits more than 40 per cent to £5.4m in the year to March 31.

The group's continuing businesses increased sales by 18 per cent to £77.5m, while the £14.6m acquisition of Blue Mountain Industries, the US industrial threads company, added a further 28.5m, lifting the total 31 per cent to £85.9m.

On an underlying basis - excluding exceptional restructuring charges of £495,000 in 1994-95 - the group lifted operating margins from 7.9 per cent to 8.6 per cent.

COMPANIES AND FINANCE: UK

Grid proceeds boost London Electricity

By Patrick Haverson

Proceeds from the sale of its share in the National Grid helped London Electricity to sharply higher annual profits.

Pre-tax profits jumped from £172.4m to £276.1m (£422.4m). However, excluding a £117.5m contribution from the National Grid and exceptional restructuring charges of £24.5m, underlying profits were 5 per cent lower at £183.1m (£33.7m).

Although a recommended final dividend of 2p took the total to 38.5p (29p), the payment disappointed the stock market which had been hoping for a total dividend of more than 4p, and the shares fell 30p to 662p.

Investors were also said to have been unsettled by comments from Sir Bob Reid, chairman, about the possibility of a windfall tax being levied by a future Labour government. Mr Reid warned yesterday that if such a tax were imposed on the company, it might have to cut its capital investment programme

in order to protect profits. Underlying turnover climbed to £1.28bn (£1.21bn), reflecting strong growth in supply revenues, with unit sales of electricity to commercial consumers up more than 40 per cent.

Despite the strong growth in the supply business, operating profits from supply fell to £14.2m (£16.8m) because of higher than expected electricity costs.

Distribution profits also declined, falling to £162.9m (£168m) after the company reduced charges at the behest of the industry regulator.

Profits from private networks rose to £12m. London said this was one of the unregulated businesses it was keen to develop. It recently won the contract to build, own and operate the electricity distribution network for the Channel tunnel rail link.

London said it was pursuing collaboration with Thames Water in such areas as purchasing and logistics, information technology, street works and bad debt.

LEX COMMENT Somerfield

One of the greatest corporate casualties of the UK's over-leveraged 1980s buy-outs is hobbling back to the stock market. And the former Gateway, now renamed Somerfield, has picked a perfect moment for its comeback.

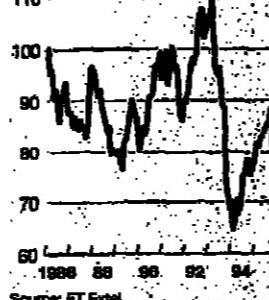
Of course, the backers of the £2.1bn buy-out of Gateway may not be ecstatic, having written off all their equity and probably \$90m of debt; but it could have been worse. The battle on the petrol forecourts has meant the big four supermarket groups are loath to pick a pricing fight within the stores themselves, so the trading environment is looking more benign. Meanwhile, as political fears increase, investors are taking a greater shine to the defensive nature of the food retail sector.

Of course, one has to wonder why investors should get excited about a food retailer that the big four supermarket groups showed no interest in buying. Somerfield has a portfolio of 600 stores, but it is a mixed bag. It has none of the superstores that have proven the most popular of the food retail formats, and current planning policy means it is too late. Moreover, it has a comparatively weak brand name and product range, so it will always struggle to entice the consumer. This is evident in the uninspiring 1 per cent sales growth it achieved in the first half of the financial year.

Somerfield should at least be able to tell a soothing tale of turnaround benefits and the opportunities for a business that has been held back by a debt-laden parent. But this is a second division retailer and it should be priced accordingly.

UK food retailers

Food Retailers relative to the All-Share FT-SE-A Index



Source: FT-Econ

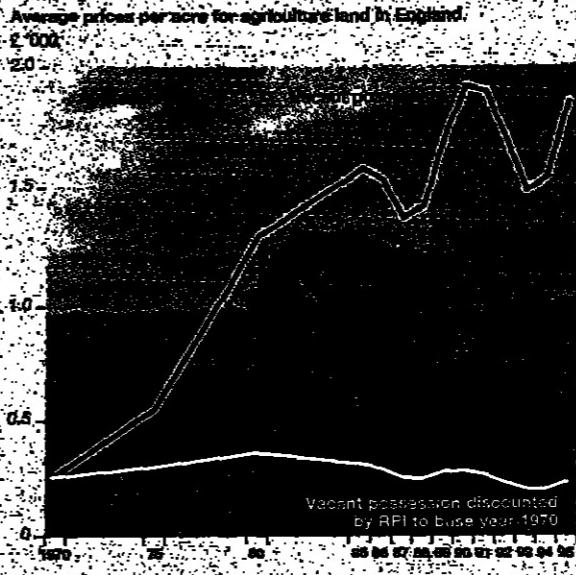
THE PROPERTY MARKET

A fine field for specialists

Simon London looks at the appeal of agricultural land

England's poor crop from land

Annual average yield per acre of land in England



Source: Ministry of Agriculture, Fisheries and Food

farmer has historically changed hands at around half vacant possession value.

New Farm Business Tenancies are more flexible. Landlords and tenants can now freely negotiate agreements for any period, with rents decided by market forces.

There is a parallel with the housing market, where regulated tenancies - replete with rent controls and security of tenure - are gradually being replaced by unregulated assured shortholds.

While it is too early to say for sure how the new rules will affect the market, rents being struck under farm business tenancies are up to twice as high as under the old system.

Big landowners can also strike relatively short-term deals with farmers which cover, say, a few weeks for a single crop of lettuces. At the end of the period the landowner can simply take back the fields or a different crop or a different tenant.

The overall lesson is that decent return can be earned from agricultural land if investors are willing to invest on sufficient scale and devote sufficient resources to the active management of their estates.

Even more than in the commercial property market, it is not enough to simply buy an estate and accept a steady 3 per cent rental yield. Mr Clery certainly believes that the outlook is bright. He points out that even after the spectacular gains of last year - when agricultural land was the best performing UK financial asset - land values are still well below the levels of the 1980s in real terms.

The shape of the land cycle from here on depends on unpredictable variables such as the green exchange rate and world grain prices. The long-term impact of policies on the price of agricultural products, which are largely determined by the Common Agricultural Policy, is equally matter for informed guesswork.

These uncertainties - combined with the bad experiences of the 1980s - probably mean that the case for farmland will have to be exceptional before most investment institutions consider ploughing cash back into the agricultural sector.

But this probably suits Lands Improvement, which carved its profitable niche in the 1980s when fund managers were selling out.

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Dividends corresponding dividend	Total for year	Total last year
Alphaferries	Yr to Mar 31	14.7	(14.5)	0.143*	(0.572*)	0.31	(1.3)
Brickmanns	Yr to Mar 31	27.4	227.4	7.516	(6.656)	11.4	(11.1)
Cad. Ins. Co	Yr to Feb 29	132	(118.1)	0.946*	(0.773)	13.34	(12.18)
Daily Mail	6 mths to Mar 31	476.6	(417.7)	41*	(38.3)*	25.9	(27.1)
Desertec	6 mths to Mar 31	7.8	(8.04)	0.189	(0.290)	2.68	(4.88)
FTI	Yr to Mar 31	873	(788.8)	90.1	(55.49)	11.37	(7.4)
Gardiner & National	6 mths to Mar 31	12.2	(12.2)	0.12	(0.15)	0.15	(0.15)
Globe	6 mths to Mar 31	21.3	(14.2)	2.434	(2.05)	2.31	(1.07)
Hewson	Yr to Mar 31	44.1	(43.8)	0.813	(1.43)	3.33	(7.85)
Hickey Partnership	Yr to Mar 31	85.9	(70.7)	6.4	(4.52)	20.7	(15.2)
Johnson Matthey	Yr to Mar 31	2,529	(2,178)	102.2	(95.4)	34.47	(32.9)
Ligh Interests	Yr to Mar 31	114.9	(117.3)	8.571*	(6.08)	15	(8.8)
London Electricity	Yr to Mar 31	1,188	(1,178)	278.1*	(172.4)	100.75	(100.75)
London Gas	Yr to Mar 31	3,041	(3,028.1)	10.4	(15.0)	3.1	(11.08)
Merkur Tech	6 mths to Mar 31	9.78	(9.28)	0.322	(0.093)	0.92	(0.1)
NSM	Yr to Mar 31	126.5	(123.1)	0.222*	(0.05)	0.03	(11.2)
Protein	Yr to Mar 31	72.9	(54.5)	10.3	(7.54)	17.27	(14.8)
RICOH	6 mths to Mar 29	23.8	(24.7)	0.58	(1.9)	3.82	(11.71)
Regaline Progs	Yr to Mar 31	16.8	(18.4)	1.88	(1.38)	1.43	(1.17)
Scapa	Yr to Mar 31	823.8	(847.3)	5.2	(4.8)	17.27	(12.2)
Scottish Hydro	Yr to Mar 31	857.4	(831.1)	195.1	(182.6)	7.7	(6.1)
Stobart (Maris) 5	Yr to Mar 31	6.8	(6.7)	0.69	(0.7)	0.63	(0.32)
Investment Trusts	NAV (p)	Attributable earnings (p)	EPS (p)	Current payment (p)	Date of payment	Dividends corresponding dividend	Total for year
Edinburgh Income	Yr to Apr 30	-	0.558	(0.617)	3.72	(4.11)	1
Invesco Korea	Yr to Mar 31 *	141.48	(155.01)	0.21	(0.044)	0.221*	(0.12)
MC European	Yr to Apr 30	162.6	(121.1)	0.28	(0.176)	1.22	(0.76)
Montagu Smidt	Yr to Mar 30	143.04	(123.12)	3.3	(3.18)	4.82	(4.84)
Second Curve	Yr to Apr 30	70.3	(55)	0.276	(0.169)	0.21	(0.49)

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. *After exceptional charge. **After exceptional credit. ***On increased capital. ****Net stock.

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London Business Property

June 21

This special report will focus on several important and highly topical aspects of the commercial property market in London. Areas to be explored include the state of the headquarter buildings industry in London, relocation in the Financial Sector, retail and leisure schemes and the allure of suburban offices as cheaper alternatives to central London locations.

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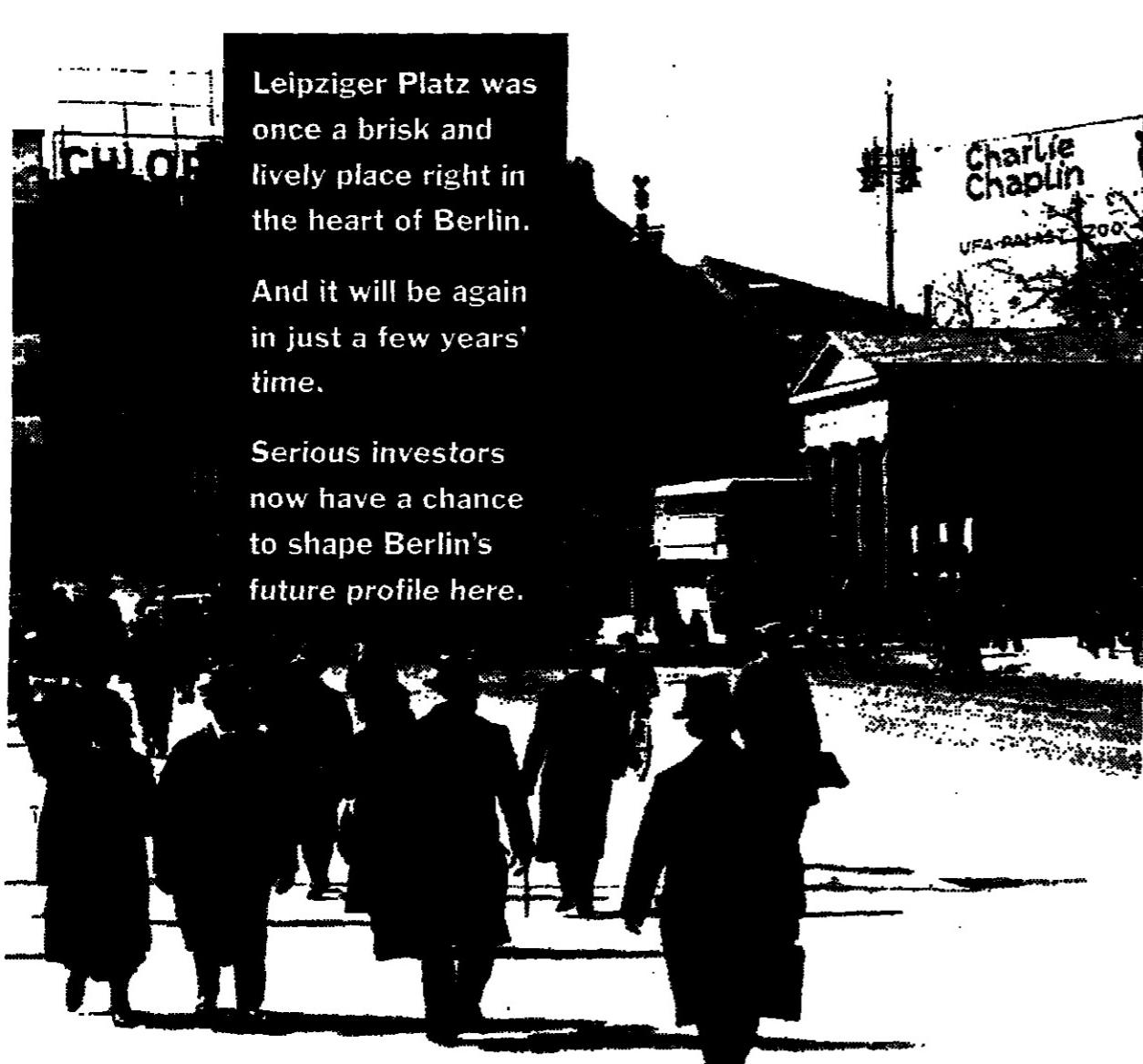
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Berlin

The Land Berlin has resolved to sell seven properties on Leipziger Platz in Berlin-Mitte. The properties in question range in size from 800 to 2,700 square metres and are to be used for residential and commercial developments.

BSM Beratungsgesellschaft für Stadtentwicklung und Modernisierung mbH, acting on behalf of the Land Berlin, invites bids from investors for these properties.

Detailed documents of tender are available on request. All bids should be submitted to BSM mbH in a sealed envelope by 19 August 1996.

A commission must be paid in the event of a contract of purchase being concluded. The Land Berlin is not obliged to sell the properties to one of the bidders, however.

BSM
Beratungsgesellschaft für
Stadtentwicklung und Modernisierung mbH
Katherinenstraße 19-20
D-10711 Berlin

Mr Bergia / Ms Claussen
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COMMODITIES AND AGRICULTURE

LME seeks act changes to increase its market control

By Kenneth Gooding,
Mining Correspondent

The London Metal Exchange is calling for changes in the UK Financial Services Act so that it can have more control over users of its markets, Mr Raj Bagri, the chairman, revealed yesterday.

He said: "It is incomprehensible that people can trade millions on our market without being under the jurisdiction of the LME." At present, the LME can discipline only its own members.

He was speaking at a press conference in London at which he and other exchange executives fielded questions about the present turmoil in the LME's copper market. US hedge funds and Sumitomo of Japan are said by traders to be struggling to gain the upper hand in a financial tug of war in which some LME members have made big losses.

Some steps had already been taken. Mr David King, chief executive, revealed that the LME in the past year had linked with a communications network involving 48 futures exchanges and clearing houses and 14 regulators that enabled them instantly to exchange confidential information about concerns they might have about activities in their markets.

"These are now global markets," he explained. Mr King said the initiative for the exchanges' network had come from the US Futures Industries Association following the collapse of the Barings Bank.

Asked to confirm that talks about the copper market's problems had taken place between UK and Japanese government officials, Mr Bagri said: "It would be most unusual" if the British Treasury was not talking to its counterparts in the US or Japan. The LME had regular contacts with its regulators: the Securities Investment Board; the Securities and Futures Authority and the UK Treasury.

Mr Bagri suggested that the copper market's problems were being caused by irresponsibility, not manipulation, which is a criminal activity in the UK.

"Some users are abusing the freedom of the open market and we will try to stop that," he promised.

He recalled that three weeks ago the LME board had "flagged possible tension" in the market by imposing a limit on the cost of carrying forward a short position for one day. "This gave people a chance to take precautionary action."

He said: "We have a free, transparent, open market and we expect people to use it

responsibly. We want to avoid severe fluctuations in prices and battles between 'longs' and 'shorts'. The LME board is very unhappy about the effects of some things that are happening in our market."

The LME was reviewing its oversight procedures to see if they should be changed.

Mr Bagri said the LME was not carrying out any copper market investigation of its own at present. He was sure no manipulation of the copper market was taking place. He was sure that no bankruptcies would follow events last week when the LME copper price plummeted by 15 per cent in only two hours.

The LME itself was in good financial health, he pointed out. The accounts presented yesterday showed the exchange turnover in 1995 was 47.2m lots, representing 1bn tonnes of metal valued at \$82.5bn and was the second highest on record. At the year-end reserves totalled 25.1m.

• Mr Bagri said the LME had agreed in principle to take shares in the London Clearing House. It would contribute £2.75m towards the LCH's £5m capital.

• The LME account says

Exchange to launch traded average price options

By Kenneth Gooding

The London Metal Exchange hopes to launch two new contracts in January: traded average price options (tapos) for copper and primary aluminum.

These are already being offered to investors by members as over-the-counter contracts and the LME said yesterday that, by introducing exchange-traded tapos, they would "have greater liquidity, greater transparency, greater efficiency, regulatory oversight and the protection afforded to exchange cleared contracts by the London Clearing House."

The contracts, which take the form of European-style options in that the holders will not be allowed to declare them early, will be based on the LME monthly average settlement price.

If the first two contracts trade successfully, tapos contracts for other LME metals will be considered.

• The LME yesterday launched its Internet site (www.lme.co.uk) and logged in excess of 13,000 hits in the first morning. Steve McCollin adds:

The site, developed in conjunction with Oyster Systems, contains extensive details of the LME's membership, services and trading information, including monthly and archived price data with daily volume data for the past seven years, and stock totals for past 26 downloadable via PIF.

Contract specifications, along with warehousing information, are also available, as well as listings of forthcoming seminars and events.

UN body backs greater use of wood

By Frances Williams in Geneva

Faced with a sharp drop in the use of wood, especially for construction, European producers are calling for a concerted information campaign to convince the public of timber's advantages. The United Nations Economic Commission for Europe said yesterday that on a life-cycle analysis wood has an environmental advantage over other construction materials because it is renewable and recyclable.

It also scores in terms of health and safety. Contrary to popular perception, "a wooden structure will withstand a fire better than a similar steel building", the ECE claims.

The UN agency says the loss

of market share is alarming

European wood producers and threatening the upkeep of forests. Representatives of 16 countries met last month in Sweden to discuss how to reverse the trend.

Using wood can promote forest conservation, says Mr Edward Pepe, an ECE timber specialist: "To support the benefit of forests, they must be properly maintained... Overall in Europe, only by maintaining and developing the timber trade can forest management costs be covered".

Timber removals fell by 10 per cent between 1990 and 1993

but had fallen below 30 per cent in

1993. By 1995 this figure

had risen to 35 per cent. In

1993, 83 per cent of British door frames were made of wood but by 1995 the proportion had

sunk to 60 per cent.

• Parts of the forestry industry are attempting to certify their forestry through a "sham" certification scheme, according to the World Wide Fund for Nature.

The WWF is concerned that standards for forest management procedures now under discussion by the International Organisation for Standardisation will be wrongly used as an "e-certificate" purporting to show that their forests are sustainably managed.

ISO members meet next week in Rio de Janeiro to discuss a New Zealand proposal to start work on forest management certification based on

ISO's 14001 standard for environmental management.

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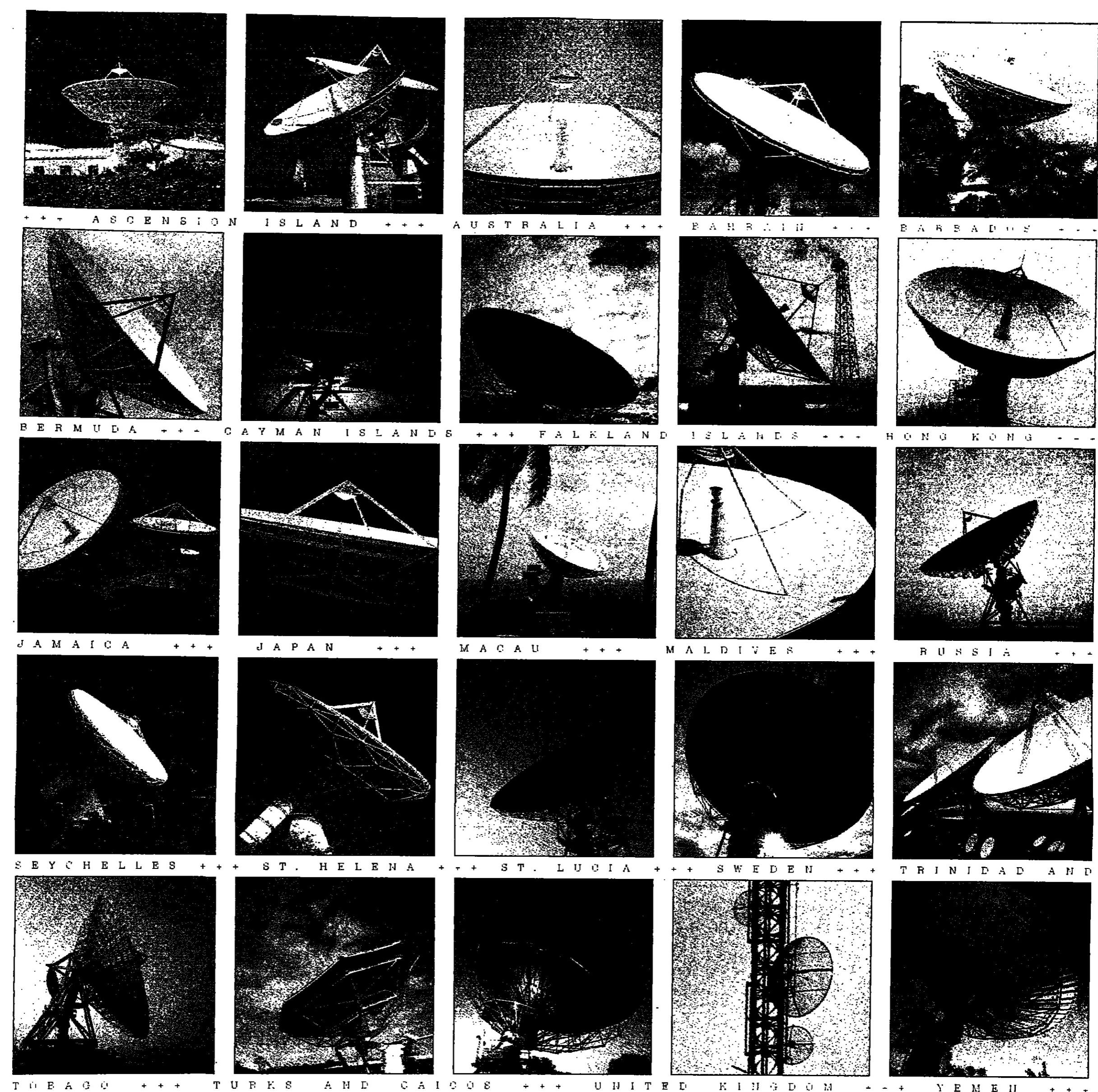
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CABLE & WIRELESS

INTERNATIONAL CAPITAL MARKETS

US Treasuries fall back after early gains

By Lisa Branstetter in New York
and Richard Lapper in London

US Treasury prices were nearly flat in early trading yesterday after spiking briefly on retail sales figures that were in line with economists' expectations.

The benchmark 30-year Treasury was nearly half a point stronger shortly after the data was released, but by midday it had retraced most of its gains and was just a smidgen stronger at 7.95 to yield 7.90 per cent.

At the short end of the maturity spectrum, the two-year note rose 1/8 at 9.97, yielding 6.359 per cent. The September 30-year Treasury bond future was a higher at 10.58.

The curve that maps the yields from two-year notes to the long bond steepened by another basis point to

83 basis points yesterday.

Retail sales rose 0.8 per cent in May, just below the median economic forecast for a 0.9 per cent gain in sales last month. Excluding the volatile cars sector, retail sales rose 0.3 per cent last month.

Those figures provided some relief to investors worried that the figure might be much higher, but was not weak enough to remove the market's bearish tone.

Economists remained divided about whether the Federal Reserve would raise interest rates this summer, but the retail sales data helped support the gaining consensus that there would be no rate increase next month.

Fears that the government's debt issuance plans could lead to rises in interest rates led to falls in German money market instruments and under-

performance by short-dated paper.

At Liffe there was heavy selling of back months of the euromark contract. The June and September 1997 contracts worst hit closing at 96.82 and 95.37, both down 0.18.

GOVERNMENT BONDS

In the cash market yields on the two-year benchmark rose by 11 basis points, compared with a 7 basis point rise in the 10-year sector.

Mr Stuart Thomson, chief international economist at Nikko Europe, said the market was particularly concerned by plans to issue new 30-year bonds but that worries were "overdone".

It still expects another cut in the discount rate to 24 per cent. Liffe's September 10-year

futures contract drifted lower, closing at 94.93, down 0.43.

Mr Alex Cooper, a director with Credit Lyonnais Rouse, reported that US funds were active sellers of both the bond and other European contracts at Liffe earlier in the day. A number of European banks also unloaded futures to hedge positions in the cash market. He said that in the longer term the mismatch between interest rate outlook in Germany and the US could lead to a rise in volatility.

The volatility implied from prices of August put options on the bond contract ended yesterday at 5.4, off a recent high of 6.1 but well above the lows of 4.5 over the past month.

■ Other European markets also took their lead from the US with French, Italian and UK 10-year futures contracts

losing ground after the opening of the US market.

At Matif, the June 10-year notional contract settled at 122.80, down 0.38.

At Liffe the September long-gilt lost about a third of a point to settle at 104.8, despite better than expected news on the inflation front.

Headline inflation fell to 2.2 per cent in May from 2.4 per cent in April. The September BTU future settled at 115.11, down 0.35. Spanish 10-year futures followed the trend, closing at 98.36, down 0.64.

In the cash market 10-year yield spreads over bonds were little changed. The UK and US 10-year spreads stayed at 168 basis points and 307 basis points over Germany, while Spain narrowed by 8 basis points to 254.

The German 10-year spread over France narrowed by 1 basis point to 2.

Daimler in DM750m equity-linked bond offer

By Antonia Sharpe

A debut equity-linked bond offering from Daimler-Benz, the German industrial group, raised expectations yesterday that it was the first of many such offerings from German companies at strengthening the country's financial markets ahead of European market union.

This new departure in government debt policy was made possible by the decision of the Bundesbank to relax its objection to short-term issues. It had previously argued that these could jeopardise its conduct of monetary policy aimed at long-term stability.

The Bundesbank and the finance ministry said in a joint statement that government issues of so-called "Bublits" will begin on a quarterly basis next month. Each issue will total about DM10bn, with a minimum denomination and bidding amount of DM1m. The coupon will not be quoted and the Bundesbank will not take part in secondary market trading.

The move is a compromise between the finance ministry's desire to finance part of its budget deficit at the short-term end of the market where borrowing costs are lower, the Bundesbank's desire to maintain its long-term policy stance and big institutional investors' desire for a greater spread of government debt maturities.

However, since the warrant cannot be detached from Daimler's bonds, as was the case in past warrant-bond offerings from German companies, they are almost identical to convertible bonds.

Daimler's seven-year bonds will be offered first to existing shareholders at a price of 97.5 and thereafter to new investors between 97.5 and par. Coupon is likely to be 4 per cent and the conversion premium 14 per cent. Pricing is set for June 27.

Bundesbank plans short-term bills in policy switch

By Andrew Fisher in Frankfurt

The German government yesterday announced plans to issue a net DM20bn a year of short-term government bills as part of an overall policy aimed at strengthening the country's financial markets ahead of European market union.

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With the approach of Emu, German banks have been pressuring for Germany to issue short-term bonds in line with other countries such as France to keep the domestic market competitive when the D-Mark disappears. The government also plans quarterly issues of two-year treasury notes from September and will revive the dormant 30-year bond sector with one or two new or reissued issues a year. Other moves to develop

the German capital market include provisions for the "stripping" of some 10- and 30-year bonds by allowing principal and interest to be traded separately. This will happen next year after technical issues have been cleared up.

The Bundesbank's concern over short-term issues was softened by the finance ministry's agreement that the net amount of treasury bills with maturities of less than a year outstanding in 1996 and 1997 would not exceed DM20bn annually. Mr Johann Wilhelm Gedemann, the central bank deputy president, said this strict volume limit "made it easier for us to put our objections into the background".

He said the changes to government issuing policy would help strengthen Finanzplatz Deutschland (Germany as a financial centre) without coming into conflict with the Bundesbank's monetary policies. Mr Jürgen Stark, state secretary at the finance ministry, said the volume of Bublits outstanding later 1997 would probably also be kept at around DM20bn a year.

Based on interest rates over the past 20 years, he said this volume of six-month paper would save the government some DM200m in annual interest payments. He dismissed suggestions that the move to short-term issuance would dent Germany's culture of financial stability - "we do not see this danger".

The German banking association, representing private sector banks, welcomed the move which it said would give German capital markets "a following wind". It would allow the market in German government issues to develop positively ahead of the euro's introduction and be competitive against other countries' treasury paper.

Baden-Württemberg deal stars in slow day

By Corinna Middelmann

A benchmark dollar deal for Baden-Württemberg L-Finance was the highlight of an otherwise slow day in the eurobond market.

The triple-A rated development agency of the German state issued \$500m of five-year

INTERNATIONAL BONDS

bonds via joint bookrunners J.P. Morgan and Merrill Lynch.

Despite its relatively aggressive pricing compared with recent issues from other German financial institutions, such as DSL and Südwestdeutsche Landesbank, the issue was fully placed by the time it was priced, a J.P. Morgan official said. The spread

remained unchanged from its launch level at 16 basis points over Treasuries.

"People are buying 5-year paper at the moment, and after seeing the strong performance of recent dollar deals from the World Bank and Council of Europe, they were looking for this deal to perform," he said. Amid fears of volatility at the long end of the dollar yield curve and higher rates at the short end, "the five-year sector is a relatively defensive, neutral place to be," he said.

Argentina's guillermo offering, the first public deal in that currency by an emerging-market borrower, was set at F1250m and priced at 308 basis points over Dutch state loans - at the lower end of the indicated 305-320 basis-point range.

In the French market, Philip Morris Capital Corp issued FF1bn of 10-year bonds yield-

ing 39 basis points over the interpolated French government bond yield curve.

Mr Dimitar Kostov, told Japane-

nesse creditors yesterday that his government would not honour our bonds issued by Mineral reported demand from institutional investors keen to pick up some yield.

● Bulgaria's finance minister,

The Industrial Bank of Japan bought the entire issue of samurai bonds, worth a total Y5bn, in 1989.

Last month the Bulgarian National Bank announced it planned to shut down Mineralbank, saying it was insolvent.

Yield Local market standard.

CURRENCIES AND MONEY

MARKETS REPORT

US dollar held back by signs of D-Mark strength

By Graham Bowley

Expectations of a turn in the German interest rate cycle again held the dollar back on the foreign exchanges yesterday as it failed to push through key technical levels against the D-Mark.

The Swiss franc strengthened slightly, although the country's finance minister said there was a good chance the currency would soon resume its recent weaker trend.

The pound fell in spite of figures which showed inflation fell to its lowest rate for 20 months in May. Economists said the figures provided further justification for last week's quarter point cut in UK interest rates.

The Mexican peso continued to weaken. Analysts said expectations of a rise in US interest rates were triggering investment flows out of the country.

The Bundesbank left interest rates unchanged after its regu-

lar policy meeting. The repo rate, the central bank's key money market rate, was also held steady at a fixed rate of 3.3 per cent.

The dollar finished in London broadly unchanged at DM1.336. Against the yen, it closed at Y109.2, from Y109.470.

Sterling's trade weighted index finished at 85.6, down from 85.9. Against the D-Mark, the pound closed at DM2.348, from DM2.357, while against the dollar it finished at \$1.529 from \$1.5345.

■ Debate on the exchanges again revolved around whether the dollar has enough momentum to push through the key DM1.54 level against the D-Mark, or whether its rally is

now set to be reversed.

Mr Kirit Shah, chief market strategist at Sanwa International in London, said the possibility that the US authorities could raise short-term interest rates as early as next month meant that the outlook was still favourable for the dollar.

He said there might be a short-term backlash in the US government bond market against higher rates, which could drag the dollar lower. But the higher yields on US assets would make them more attractive to investors.

"We could see the dollar fall to Y105 before we see the rally continue, but it will then go above Y110," he said.

Mr Julian Jessop, chief international economist at Nikko Europe in London, thinks the dollar could rally to DM1.60.

He said the catalyst which could bring this about might include higher US interest rates, more subdued German M3 money supply figures, or a poor showing by Russian Presi-

dent Boris Yeltsin in the weekend Russian elections.

But Mr Joe Prendergast, currency strategist at Merrill Lynch in London, said he was seeing rising interest for D-Mark call contracts in the options markets. This reflected a growing nervousness that the rally in peripheral European currencies was nearing an end and that markets could

be entering a corrective phase in which the D-Mark would gain, he said.

Short-term euromark interest rate futures contracts experienced a slight setback yesterday, reflecting a small upward revision to market expectations of German interest rates. The move followed a similar sell-off recently in Swiss interest futures.

The general move higher in interest rates expectations will unnerves the peripheral markets," Mr Prendergast said.

■ Market attention is beginning to turn towards the Russian presidential elections which take place on Sunday.

The rouble has so far appeared untroubled by the election.

But analysts predict that some currencies - such as the Swiss franc, the dollar and sterling - could benefit as "safe havens" closer to the election.

"The market is assuming an

outright win for Yeltsin on Sunday but many people could be caught out," according to Mr Jessop.

■ Sterling continued to lose ground against the dollar and the D-Mark yesterday. The pound has risen strongly this year but it has begun to weaken slightly since last week's interest rates cut, on fears that the move may have been politically motivated.

But Ms Katie Peters, gilts analyst at Daiwa in London, said she thought the pound had survived the rate cut reasonably well.

She said data since the cut had "played into the chancellor's hands" and probably vindicated the loosening of policy.

WORLD INTEREST RATES

MONEY RATES

June 13	Over night	One month	Three months	Six months	One year	Lomb. rate	Dia. rate	Repo rate
Belgium	3%	3%	3%	3%	3%	3%	2.50	-
week ago	3%	3%	3%	3%	3%	3%	2.50	-
France	3%	3%	3%	4%	4%	3%	5.60	-
week ago	3%	3%	3%	4%	4%	3%	5.60	-
Germany	3%	3%	3%	3%	3%	3%	2.50	-
week ago	3%	3%	3%	3%	3%	3%	2.50	-
Ireland	5%	5%	5%	5%	5%	5%	6.25	-
week ago	5%	5%	5%	5%	5%	5%	6.25	-
Italy	10%	9%	9%	9%	9%	9%	9.95	-
week ago	9%	9%	9%	9%	9%	9%	9.95	-
Netherlands	2%	2%	2%	2%	2%	2%	3.30	-
week ago	2%	2%	2%	2%	2%	2%	3.30	-
Spain	2%	2%	2%	2%	2%	2%	1.50	-
week ago	2%	2%	2%	2%	2%	2%	1.50	-
US	5%	5%	5%	5%	5%	5%	5.00	-
week ago	5%	5%	5%	5%	5%	5%	5.00	-

\$ LIBOR Interbank fixing rates are offered rates for \$10m quoted to the market for four reference banks at 11am each working day. The terms are Bankers Trust, Bank of Tokyo, Barclays and National City. Mid rates are shown for the domestic Money Rates, US CDs, ECU and SDR Linked Deposits. All mid rates are in US dollars.

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• ET Civics Unit Staff: Please contact us over the telephone. Call the ET Civics Help Desk on (+44 171) 873 4378 for more details.

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- FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 879 4978 for more details.

MANAGED FUND NOTES
In peace times insurance implications and these
S were not usually relevant to ILS studies.
However, all local expenses,
including other insurance related taxes would be subject to
tax as on sales.
- not SIS recognised. The regulatory authorities
are:
- Domestic Monetary Authority
- Financial Services Commission
- Central Bank of Ireland
- Financial Supervision Commission
- Financial Services Department
- Insurance Mortality Losses Corporation
- - Change month on rate of units.
- - Units are at a negotiated price.
- Other expenses
- These clauses alongside the fund manager's
or the trustee's valuation policy will affect
any one of the following options:
- to 1100 hours
- to 1400 hours
- to 1700 hours
- to 2000 hours
- on each of units.
- a periodic charge deducted from capital.
- pricing B - Forward pricing
- plan free of UK taxes.
- premium insurance plans.
- Premiums are a MORTS (Arrangements for Collective
Investment in Transferable Securities).
- pricing includes all expenses except agent's
- day's price.
- entry fees.
- future entry fee.
- minimum. min. Ex-charters.
- liability to charitable bodies.
- cologne. where annualized rates of 10%W

WORLD STOCK MARKETS

EUROPE										WORLD STOCK MARKETS											
EUROPE					WORLD STOCK MARKETS					EUROPE					WORLD STOCK MARKETS						
	High	Low	Yld	P/E		High	Low	Yld	P/E		High	Low	Yld	P/E		High	Low	Yld	P/E		
Austria (Jun 13 / Sch)					Chile	710	-	705	125	Philippines	50.10	-	49.80	87.70	2.7	Austria	155	-	153	150	1.0
Belgium	1,000	980	1,000	1,000	Denmark	182	-	180	125	Poland	101.00	-	100.50	105.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Finland	242.70	-	240	125	Portugal	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	200	190	200	200	France	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	210	200	210	210	Germany	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	Iceland	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Ireland	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	Italy	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Latvia	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	Lithuania	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Netherlands	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	Portugal	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Spain	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	Slovenia	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Switzerland	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	United Kingdom	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Yugoslavia	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YU	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	Zambia	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	Zimbabwe	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	240	230	240	240	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
Belgium	230	220	230	230	YUGOSLAVIA	157	-	155	125	Russia	125.00	-	125.00	125.00	2.0	Algeria	125	-	125	125	1.0
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NEW YORK STOCK EXCHANGE PRICES

4 pm close June 13

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If the business decisions are yours.

the computer system should be ours



AMERICA

Quantum warning hits tech shares

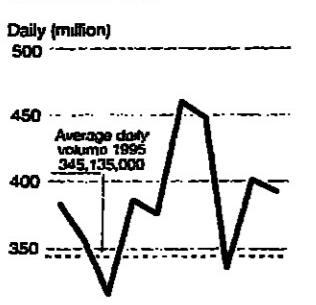
Wall Street

Technology shares slid in early trading yesterday, and the weakness spread to blue chips amid more fears of weakening demand for personal computers, writes Lisa Bransten in New York.

In early afternoon trading, the Nasdaq composite, which has about a 40 per cent technology share content, was off 10.50 at 1,234.97 and the Pacific Stock Exchange technology index 1 per cent lower.

Losses in the technology sector helped lead other shares lower in spite of modest gains on the bond market.

The Dow Jones Industrial Average initially jumped nearly 15 points before sur-

NYSE volume

dering the gain and falling into negative territory. At 1 pm, the blue chip index was off 7.75 at 5,660.54. The Standard & Poor's 500 shed 1.21 to 667.83 and the American Stock Exchange composite lost 2.18 at 565.37. Volume on the NYSE was 220m shares.

The declines were sparked by the announcement late on Wednesday from Quantum, a leading maker of computer disc drives, that earnings would fall short of analysts' expectations because of weak demand for personal computers. Quantum shares dropped 32c or 15 per cent to \$1.5%.

Shares of personal computer

makers were also lower. Dell Computer lost 51c at \$32.4, Gateway 2000 shed 51c at \$88.4; Hewlett-Packard was 51c weaker at \$101.4 and IBM, which is a component of the Dow, lost 5c at \$102.7.

The Dow got some support from a jump in Philip Morris. Shares in the tobacco and food company rose 51c to \$106 after Mr Geoffrey Bible, the company's chief executive, predicted very strong international growth at a meeting of portfolio managers.

Mesa, the US oil and gas company, rose 51c or 17 per cent to \$41 after Mr T. Boone Pickens, the company's chairman and chief executive, said that he would step down. Mr Pickens successfully warded off an effort by shareholders to sell off parts of the company to pay off debt.

Tambourine included Altana, a DM94 gain to DM1.50 taking it to a two-day rise of some 17 per cent on withdrawal of the Swedish market leader Astra from an alleged ulcer drug patent dispute.

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leader Astra from an alleged

ulcer drug patent dispute.

PARIS saw a contrast at the

troubled end of the financial

sector as the CAC-40 index

shed 6.59 to 2,126.20, in turn-

over of FFr14.42bn.

Credit Foncier, the property

lender, came back from sus-

pension to close FFr14.20 or 14.6

per cent higher at FFr38.40 on

a report that the government

was studying a buyout of

the expansion of its pharma-

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